



# STRATEGIC *PLAN*

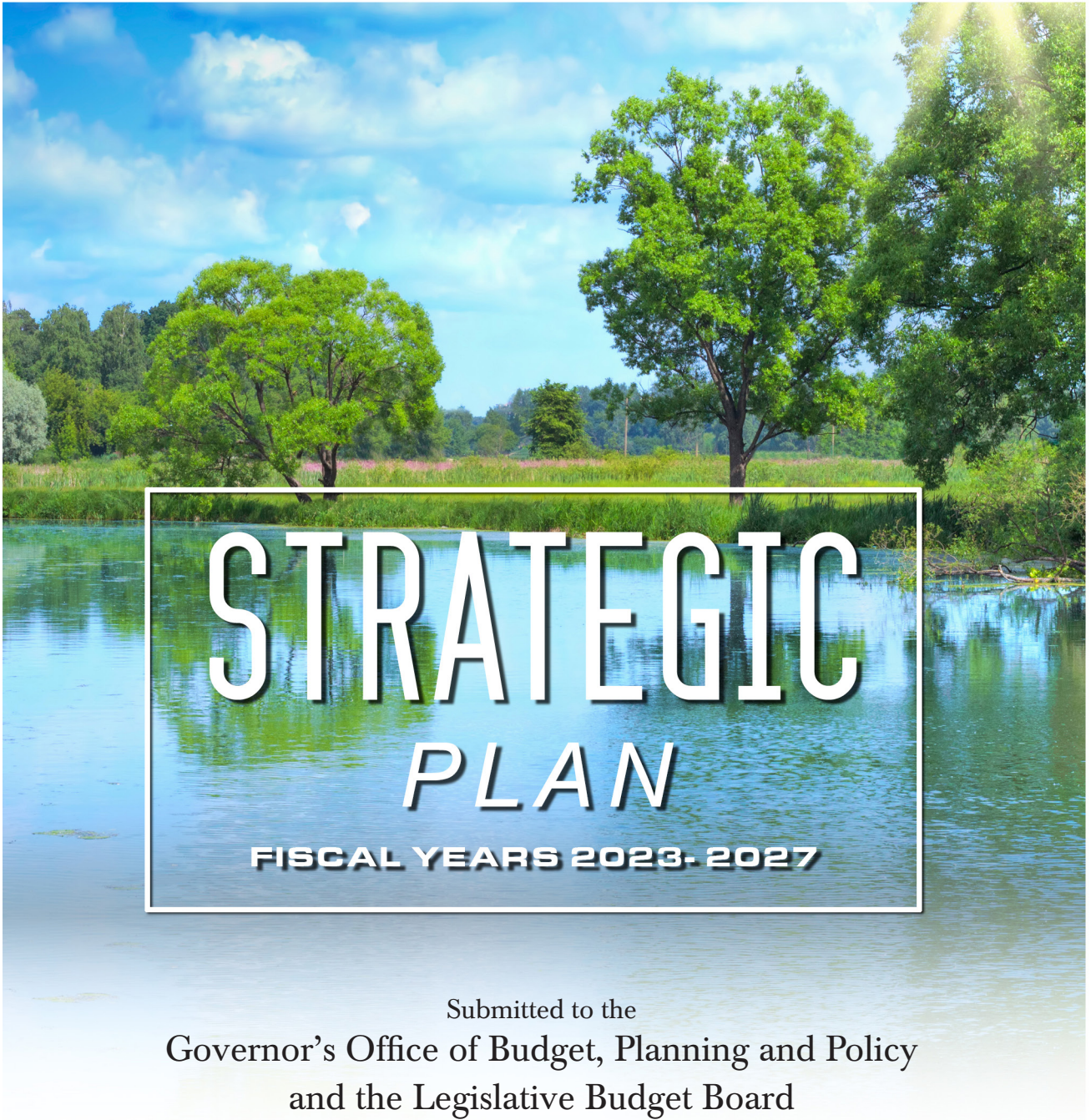
**FISCAL YEARS 2023-2027**



TEXAS COMMISSION ON  
ENVIRONMENTAL QUALITY

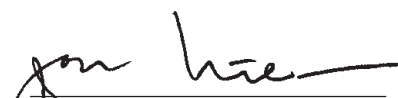
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Jon Niermann  
Chairman  
Sept. 23, 2021 – Aug. 31, 2027  
Austin

  
Emily Lindley  
Commissioner  
Aug. 20, 2018 – Aug. 31, 2023  
Austin

  
Bobby Janecka  
Commissioner  
Sept. 16, 2019 – Aug. 31, 2025  
Austin

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TEXAS COMMISSION ON  
ENVIRONMENTAL QUALITY

**Jon Niermann**, *Chairman*  
**Emily Lindley**, *Commissioner*  
**Bobby Janecka**, *Commissioner*  
**Toby Baker**, *Executive Director*

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## CHAPTER 1

# Agency Mission and Philosophy

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### **The Mission of TCEQ**

**T**he 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.

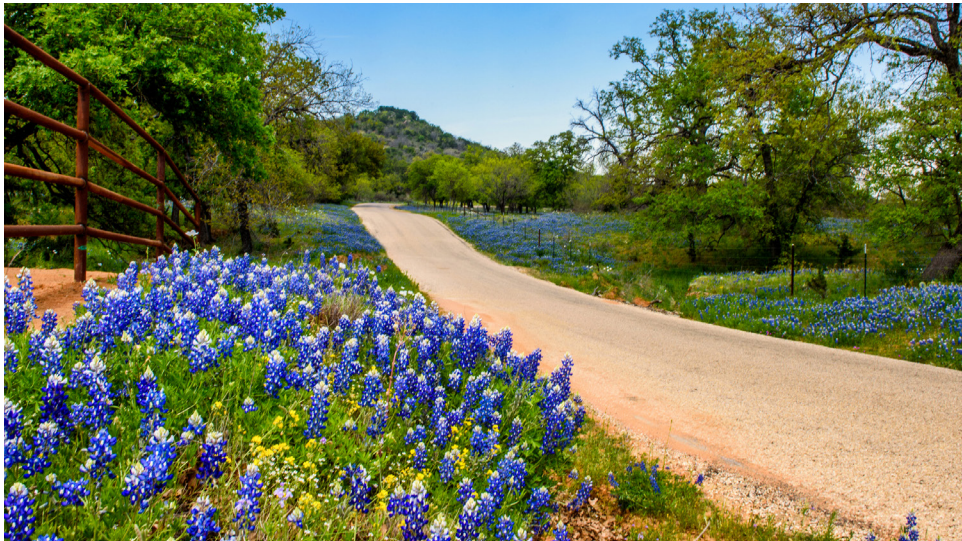
### **The Philosophy of TCEQ**

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

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### **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.

### **Action Items to Achieve Our Goal**

*(all items ongoing through 2027)*

#### **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 (BACT) to protect public health and the environment. The draft permit contains provisions designed to be protective of human 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 oxides (NO<sub>x</sub>) 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 NO<sub>x</sub> 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 (EPA).

#### **Water**

7. Maintain and improve the quality of water within each river basin through the Texas Clean Rivers Program. The program is 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, and 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 used in excess of water rights within the jurisdiction of the four watermaster programs.
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.



## 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

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. 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.
24. Determine compliance with state and federal regulations in the TPDES program by providing water-quality compliance monitoring in response to self-reported data that treatment facilities record on discharge monitoring reports. These reports summarize wastewater analytical results from samples collected at the facilities. Evaluate compliance with applicable permit reporting requirements and limits and initiate the appropriate level of enforcement action when necessary. Maintain the Integrated Compliance Information System-National Pollutant Discharge Elimination System (ICIS-NPDES) Database that includes data acquisition and data transfers for TPDES violations and enforcement action data to relay to EPA.

**Waste**

25. 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 that are important to sustaining future water supplies.
26. Review and recommend determinations on authorization requests and permit applications to inject fluids to address subsurface pollutants (such as groundwater remediation injection wells), or to inject non-waste fluids in a manner to prevent pollutant releases (such as in-situ uranium minimum injection wells.)
27. Require the proper, safe, and permanent, subsurface disposal of pollutants by regulating solid, hazardous, and radioactive wastes disposal using Class I injection wells.
28. 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.
29. Require the proper and safe disposal of pollutants by monitoring the generation, treatment, storage, and disposal of solid, hazardous, industrial, municipal, and radioactive waste, and assessing the capacity of disposal facilities.
30. Review and make determinations on authorization applications from waste management facilities.



GOAL 1: ASSESSMENT, PLANNING, AND PERMITTING

**Occupational Licensing**

31. 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.

**Dam Safety**

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

**Legal Review**

33. 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, water quality permitting, and dam safety. 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 (79%) 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.** TCEQ establishes TERP grant criteria to ensure grants reduce emissions in a cost-effective manner. Approximately 90% of TERP funds are distributed through grants and contracts for projects to improve Texas’ air quality, with the remaining 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 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 EPA 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



## 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

agency staff. TCEQ uses a core data form across media and in permitting and compliance functions. Time-lines track processing from the date of an application's receipt until its final issuance.

- **Streamlined Edwards Aquifer protection plan reviews.** TCEQ conducts streamlined administrative reviews of Edwards Aquifer protection plans, which allows for more efficient technical reviews.
- **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 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.
- **Simplified Emissions Inventory.** TCEQ updates and automates data submission practices for Emissions Inventory (EI) data to maximize staff resources and reduce direct program costs. As a result of developing and implementing the web-based reporting system for the annual point source EI (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, 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 instruments. 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 65% of the Texas air-monitoring stations are owned and operated by TCEQ, while the other 35% are 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.
- **EI and online reporting.** The EI 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 for point sources 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. SIP revisions include the latest scientific understanding of the complex

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issues associated with NAAQS. TCEQ coordinates with Texas institutions of higher education to conduct scientific research studies that support the SIP. 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. Ozone, which is the primary air pollutant of concern in Texas, has decreased by 31%, while the statewide population has grown by roughly 41% over the past 22 years (2000 through 2021).

- **TERP program grants.** Since the establishment of TERP in 2001, TCEQ has awarded over \$1.4 billion in TERP grants for projects that reduced over 192,000 tons of NO<sub>x</sub> emissions through fiscal year 2021. TCEQ also tracks grant expenditures to ensure that grantees meet their obligations.
- **Continuous water quality planning and monitoring.** TCEQ works through a cycle of establishing, monitoring, and assessing TSWQS, 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 work groups, the agency gathers input from stakeholders and agency partners for TMDL projects, TSWQS, and Nutrient Criteria Development.
- **Edwards Aquifer Protection Program.** The Edwards Aquifer is the primary drinking source for over two million people in Central Texas. Given the aquifer's sensitive and unique geology, it is home to some of the area's diverse fauna. 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 bolsters 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 Division 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 use 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 TCEQ's 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 support throughout the regulatory process. Information is also available on the TCEQ website.
- **Offering pre-application meetings.** TCEQ offers pre-application meetings to regulated entities seeking to file an application with the agency. This helps 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 provides various methods for public input and feedback, such as customer surveys, workgroups, and stakeholder and public meetings. TCEQ requires or provides translation and interpretation services to enhance public participation, ensuring that Texans with limited English proficiency can participate.
- **Meeting application deadlines.** TCEQ provides user-friendly application information electronically and a 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 air expedited permitting program. Through TCEQ’s website and by meeting with staff about permitting, the regulated community and general public have access to detailed information on the permitting process.
- **SIP development.** TCEQ responds to verbal and written inquiries about the Texas SIP and development of SIP revisions in a thorough, professional, and timely manner. TCEQ has a dedicated email box ([siprules@tceq.texas.gov](mailto:siprules@tceq.texas.gov)) for SIP inquiries. Detailed air quality data, photochemical modeling inputs, and a complete Texas SIP history can be found 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 program uses multiple communication tools to reach customers, including webpages ([www.terpgrants.org](http://www.terpgrants.org)) where grant documents may be downloaded, an email listserv to distribute program updates to subscribers, and a toll-free phone number for callers seeking program information. Staff members provide information on the TERP grant programs at workshops, webinars, trade shows, and conferences. TERP conducts several of these workshops in alternative languages.
- **EI information.** TCEQ maintains a point source EI program webpage ([www.tceq.texas.gov/airquality/point-source-ei/psei.html](http://www.tceq.texas.gov/airquality/point-source-ei/psei.html)) that explains program requirements, includes 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@tceq.texas.gov](mailto:psinvent@tceq.texas.gov)) to assist regulated entities in reporting.
- **Edwards Aquifer Protection Program.** Edwards Aquifer protection plan applications that are pending 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 for the regulated community via the State of Texas Environmental Electronic Reporting System (STEERS), further 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, compliance histories, and air and water monitoring data. The agency prioritizes providing information to the public on its website, including posting pending applications as well as links 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 virtually for the public.
- **Public education on environmental permitting.** The agency operates a toll free phone number (800-687-4040) to provide information and assistance to the public on how to participate throughout the permitting process.
- **Language access.** TCEQ requires or provides translation and interpretation services to ensure that agency actions can be understood by Texans with limited English proficiency. TCEQ recently codified these efforts in rule for permitting actions and is implementing its language access plan for all programs and services.
- **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 conducts demographic analyses for the areas affected by SIP revisions to assess the need to provide materials or interpretive services in languages other than English. 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 ([www.tceq.texas.gov/airquality/sip/](http://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 takes formal action at public commissioner’s agenda meetings on all SIP revisions developed by TCEQ staff.
- **TERP program information.** TCEQ provides annual program summaries and project lists on the TERP website ([www.terpgrants.org](http://www.terpgrants.org)) that detail projects awarded, and emission reductions achieved under each of the TERP grant programs. TCEQ also publishes a TERP Biennial Report to the Texas Legislature which highlights program accomplishments. TCEQ provides options for interested parties to learn more about the program through live workshops and webinars. TCEQ is conducting an analysis to assess the need to provide this program information in languages other than English.
- **Emissions Inventory (EI) information.** The agency provides updated program summaries, EI data, and EI improvement projects on the TCEQ website ([www.tceq.texas.gov/airquality/point-source-ei/psei.html](http://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 information about water-right permits.** With TCEQ’s Geographical Texas Air Quality Monitoring (GeoTAM) viewer ([www.tceq.texas.gov/gis/geotam-viewer](http://www.tceq.texas.gov/gis/geotam-viewer)), the public can access information



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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 ([www.tceq.texas.gov/gis/waterwellview.html](http://www.tceq.texas.gov/gis/waterwellview.html)).
- **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 data on water use.

### 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 that is currently allocated to Texas as part of the Volkswagen Environmental Mitigation Trust Agreement. As of March 2022, the agency has opened five grant rounds, under the Texas Volkswagen Environmental Mitigation Program (TxVEMP), totaling more than \$165 million for projects to repower or replace school buses, shuttle buses, transit buses, refuse vehicles, local freight vehicles, and port drayage vehicles and to purchase and install supply equipment for light-duty zero emissions vehicles. To date, approximately \$118 million in TxVEMP grants have been awarded.
- **Implement online TERP grant applications.** To streamline the application process and to reduce the use of paper, TCEQ developed an online grant application accessible through STEERS. TERP also allows applicants and grantees to submit grant documents via email.
- **Monitor possible changes to EPA grant timelines.** EPA proposed establishing new performance measures for time frames for EPA-issued National Pollutant Discharge Elimination System (NPDES) permits (e.g., where EPA, and not a delegated state, is the permitting authority). The performance measures include 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, TCEQ would be challenged to meet its grant obligations. 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 federal 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. Budget constraints may have impacts on conducting or funding projects that support the goals of the programs, like developing TSWQS, assessing water bodies, and implementing surface water protection and restoration plans.
- **Conduct research projects.** TCEQ conducts research on various issues of concern. For example, the agency will characterize the potential health effects of particulate matter and crystalline silica concentrations emissions from aggregate production operations (APOs), emissions, emerging contaminants of concern such as per- and polyfluoroalkyl substances (PFAS), and communities living close to industrial areas in Texas. TCEQ partners with academic and state organizations to address research requirements.
- **Communicate with local emergency management personnel.** TCEQ provides reports to applicable local emergency-management directors, indicating when a dam hazard classification changes to “high” or “significant,” and documenting the conditions of each high- and significant-hazard dam.
- **Expand translation and interpretation services.** TCEQ has absorbed the cost of translation and interpretation when those services were necessary, but rising costs add a strain on the agency’s budget.

## 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

- **Continue to seek solutions to address significant challenges in attracting, training, and retaining qualified employees, consistent turnover in key mission positions, and a high percentage of retirement-eligible staff.** The agency has experienced challenges in hiring and retaining professionally licensed staff, specifically professional engineers and attorneys. A few examples are hiring and retaining engineers and engineering specialists in multiple programs of the agency and hiring and retaining hydrologists in various water programs.
- **Replace the Non-Point Emissions Inventory Database.** Federal regulations require TCEQ to report non-point (small stationary source and mobile source) emissions data to the EPA every three years and to include this emissions data in certain SIP revisions. TCEQ also uses the non-point emissions data for reporting Legislative Budget Board performance measures. The database TCEQ uses to fulfill these reporting requirements, the Texas Air Emissions Repository (TexAER), is approximately 20 years old. TexAER is experiencing work stoppages due to its outdated code and will require increased funding and staff time to maintain functionality. Continued use of TexAER in its current state jeopardizes the agency's ability to fulfill mandatory reporting functions.
- **Maintain five-year inspection cycle for regulated dams.** The number of dams the agency is required to inspect each year is continually increasing. This yearly increase is largely from reclassifying dams due to increased development downstream of dams, and to a lesser extent, from new dam construction, and existing but previously unknown dams being identified and added to the inventory. Without any increase in staffing resources, the percentage of dam inspections will continue to decrease each year additional inspections are added to the inspection cycle.
- **Authority to protect public health, safety, and welfare during droughts or emergency shortages of water.** Texas courts have ruled that TCEQ exceeded its statutory authority when it adopted rules allowing an exemption of preferred uses from a curtailment or suspension order. A statutory change would be needed to enable TCEQ to address impacts that the suspension or partial curtailment of junior water rights would have on municipal or power-generation uses in instances where those water right holders have no feasible or practical alternatives to augment their surface water supply.
- **Continue to seek solutions to address decline in the number of licensed water and wastewater operators.** Over the last ten years, as the population of Texas has grown, there has been a steady decline in the number of licensed water and wastewater operators per capita in Texas. If this trend continues, Texas will experience a significant shortage of licensed operators. The agency is currently pursuing increased translation of exams from English to Spanish and increased training opportunities for operators of small water systems, as well as development of more community college programs to expand opportunities for training and certification.



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

**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.

**Action Items to Achieve Our Goal**

*(all items ongoing through 2027)*

**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 protect 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 that are experiencing failures due to natural disasters, water availability concerns, other emergency conditions, or operational failures, and provide technical support related to water system security and resiliency.
5. Review Emergency Preparedness Plans to ensure operations during an extended power outage lasting for more than 24 hours.
6. Review and process water district applications, including director appointments, bond applications for water and wastewater treatment infrastructure, and district creations and dissolutions.

**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 in a timely manner of potential dangers to human health. Additionally, because the state can 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, other extreme weather conditions, and operational failures, in order to help them comply 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 will comply 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.

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

- **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) for Texas to receive full grant funding. DWSRF grants provide 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.** To ensure 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 to enhance or maintain financial, managerial, and technical capability. With better financial, managerial, and technical capability, systems are able to provide water more efficiently and at a potentially lower cost to both the public water system and its customers. There is a growing need for assistance due to more 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, ensuring the agency 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.

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

- **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 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 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.** TCEQ uses customer surveys, work groups, stakeholder input, advisory committees, and public meetings to ensure public input and feedback are incorporated into agency processes related to drinking water. TCEQ provides translation and interpretation services to enhance public participation, ensuring that Texans with limited English proficiency can participate.
- **Texas Drinking Water Watch database.** The Drinking Water Watch database (<https://dww2.tceq.texas.gov/DWW/>) 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 provides program and project information through its websites, establishes work groups to seek input, and holds public meetings. TCEQ also created a Compliance Notebook ([www.tceq.texas.gov/downloads/assistance/water/pdws/tnc/rg-549.pdf](http://www.tceq.texas.gov/downloads/assistance/water/pdws/tnc/rg-549.pdf)) 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 governmental agencies to provide access to information through its website or by telephone, and through its regional offices. The agency also promptly responds to requests for information.
- **Language access.** TCEQ requires or provides translation and interpretation services to ensure that agency actions can be understood by Texans with limited English proficiency. TCEQ recently codified these efforts in rule for permitting actions and is implementing its language access plan for all programs and services.



## 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

**Other Considerations**

- **Lack of funding for owners of small public water systems.** Currently, 84% of Texas' 7,053 public water systems serve a population of less than 3,300. As water infrastructure ages and regulations become more stringent and complex, a small system that serves 3,300 people or less is more likely than a larger system to face challenges in its ability to maintain safe and adequate drinking water supplies.

Owners of small public water systems need additional funding sources and financial assistance opportunities. Because most of the state and federal agencies that fund water system improvements have limited grants, most of the funding comes in the form of loans. However, many small systems are reluctant to take out loans, either because they already have considerable debt or they do not have the financial resources to repay the loan.

- **Lack of incentives to encourage regionalization and consolidation for small public water systems.** Small systems need reasonable and practical mechanisms to consolidate or tie into larger or high-functioning systems. Regionalization may be best supported by legislation that creates incentives to encourage voluntary regionalization projects at a local level. Small systems struggle with gaps in expertise that can make regionalization projects daunting. Increased flexibility in existing or new funding to include regionalization support such as feasibility studies, increased outreach and education, legal assistance, funding coordination, and meeting facilitation would be beneficial. Additionally, it could also be helpful to have state funding to increase the economic feasibility of connecting to an existing system, rather than developing a new system, or to incentivize formal and informal private or public partnerships.
- **Continue to seek solutions to address significant challenges in attracting, training, and retaining qualified employees, consistent turnover in key mission positions, and a high percentage of retirement-eligible staff.** The agency has faced challenges in hiring and retaining staff experienced or knowledgeable in drinking water treatment and operations, including professional engineers/geologists and natural resource specialists.

**Goal 3: Enforcement and Compliance Assistance**

To 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 2027)*

**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 TCEQ's Office of Compliance and Enforcement, Office of Waste, Office of Air, and 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.

## 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

**Compliance Assistance and Enforcement**

6. Help small businesses, local governments, and school districts comply with environmental rules through a toll-free hotline, compliance tools, workshops, webinars, and hands on technical assistance. This includes the EnviroMentor Program, which 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.
9. Address the environmental concerns of the public by promptly responding to citizen complaints.
10. Pursue 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 administrative costs for the agency 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 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 the ever expanding regulated universes and data advancements, TCEQ continues to examine new methods for investigations, desktop audits, and screening tools—such as using Unmanned Aerial Systems (UAS) to provide support to TCEQ personnel

## 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

during field activities. By using UAS (also known as drones) with remote imaging capabilities, staff can survey large areas in a short amount of time. Remote imaging also enables staff to assess a hazardous materials situation and plan an emergency response while remaining at a safe distance. Real-time images and video provided by the UAS can also provide agency leadership with a current operational picture.

- **Improve criminal investigations through partnerships.** TCEQ continuously improves the criminal-investigation process by developing and maintaining good relationships with Texas Environmental Task Force participants, which include the Office of the Governor, Texas Parks and Wildlife Department, Texas Railroad Commission, Office of the Attorney General, Texas Department of Public Safety, Texas General Land Office, Travis County District Attorney’s Office, U.S. Attorney’s Office, U.S. Department of Transportation, EPA, 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.
- **Complaint Response.** TCEQ responds to public complaints by evaluating real and potential harm and directing resources to prioritize protection of human health and the environment.

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

- **Timely enforcement.** TCEQ initiates timely 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 1,000 administrative orders each year.

### **Providing excellent customer service**

- **Assist small businesses and local governments.** In fiscal year 2021, TCEQ assisted over 130,000 small businesses and local governments. The agency 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 entities 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. This



## 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

includes providing translated versions of certain vital documents in the primary language of the affected populations.

- **Language access.** TCEQ requires or provides translation and interpretation services to ensure that agency actions can be understood by Texans with limited English proficiency. TCEQ recently codified these efforts in rule for permitting actions and is implementing its language access plan for all programs and services.
- **Present activities online.** TCEQ has an extensive website where the public can track complaints and enforcement activities. TCEQ creates an Annual Enforcement Report (<https://www.tceq.texas.gov/compliance/enforcement/enforcement-reports/annenfreport.html>), 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.
- **Make supplemental environmental projects (SEP) more transparent.** TCEQ has updated the SEP application forms to meet accessibility requirements, added total project budget information to the pre-approved supplemental project list, and is working to add third-party agreements to the TCEQ public website.

### Other Considerations

- **Upgrade and replace aging monitoring equipment.** Investigators use specialized equipment—such as OGICs, RAEs, Jeromes, 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 and attorney classifications.

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

- **Strengthen required training for local government emergency management officials and their chain of command.** TCEQ spends significant resources addressing on-demand emergency response needs. Expectations of the agency have increased with respect to response timeframes and the type of actions and amount of resources necessary to address events where many local entities view TCEQ as a first responder.

Increased local training will result in knowledge and understanding of federal, state, and local government roles and responsibilities for emergency management; emergency operation center operations; unified command operations; and, most importantly, the Incident Command System (ICS) structure that is the center piece for all emergency response events.

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

**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.

**Action Items to Achieve Our Goal**

*(all items ongoing through 2027)*

1. Respond to releases of hazardous and nonhazardous 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 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, 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 all grants and funds allocated for cleanups are spent appropriately.

**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 cleanup 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.

G O A L 4 : P O L L U T I O N C L E A N U P P R O G R A M S T O P R O T E C T P U B L I C  
H E A L T H A N D T H E E N V I R O N M E N T

- **Respond to customer inquiries.** TCEQ responds to customers and maintains up-to-date information on the TCEQ Remediation Division webpage ([www.tceq.texas.gov/remediation](http://www.tceq.texas.gov/remediation)).
- **Connect with the public.** TCEQ holds public meetings and outreach events to provide the public with relevant information and to seek meaningful public 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 webpage ([www.tceq.texas.gov/remediation](http://www.tceq.texas.gov/remediation)).
- **Language access.** TCEQ requires or provides translation and interpretation services to ensure that agency actions can be understood by Texans with limited English proficiency. TCEQ recently codified these efforts in rule for permitting actions and is implementing its language access plan for all programs and services.

**Other Considerations**

- **Effective and timely completion of corrective action at petroleum storage tank (PST) sites.** Texas law identifies owners or operators of an underground or aboveground PST system as responsible for any releases from those systems, but does not identify landowners as responsible parties for corrective action for releases from tanks on their property. In those situations where corrective action is necessary and a tank owner or operator is unwilling, unable, or cannot be found, the state must assume responsibility for the cleanup. Including landowners among the parties considered responsible would improve efficiency in completing corrective action and preserve funding for sites without a viable party to perform corrective action.
- **Funding for remediation of unauthorized municipal solid waste disposal sites.** TCEQ has statutory authority to remediate unauthorized municipal solid waste disposal sites, but no appropriations to fund the cleanups. These remediation activities could be funded by the Solid Waste Disposal Fund (Account 5000) by expanding allowances for Fund 5000 cleanups to include cleanups allowed by the Waste Management Account (Fund 0549).
- **Revenue shortages.** The Waste Management Account (Account 0549) fund balance is decreasing. As fund obligations exceed annual revenue, the fund is expected to be depleted by the end of fiscal 2024. The Hazardous and Solid Waste Remediation Fees Account (Account 0550) fund balance is decreasing rapidly. As fund obligations exceed annual revenue, the fund is expected to be depleted in fiscal 2026. These expected shortfalls could be remedied with statutory revisions.



G O A L 5 : E N S U R E D E L I V E R Y O F T E X A S '   
 E Q U I T A B L E S H A R E O F W A T E R

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

The Texas river compact commissions represent Texas and ensure that Texas receives its equitable share of quality water from those rivers and tributaries as apportioned by each compact.

### Action Items to Achieve Our Goal

*(all items ongoing through 2027)*

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 Office of the Attorney General 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.

#### 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 laws and regulations, while ensuring that the desired outcome is achieved.

#### Providing excellent customer service

- **Website hosting.** The agency maintains webpages for each river compact commission on TCEQ's website, which includes related contact information.
- **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. 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

## 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

Court deny New Mexico’s motion to dismiss Texas’ petition, but also recommended that the court dismiss the federal government’s claim. In March 2018, a unanimous Supreme Court decided that the United States could continue to participate and pursue its claim, and in April 2018 the court replaced the Special Master with a senior federal judge. The trial will be in two parts, with primarily fact witnesses testifying virtually and primarily expert witnesses testifying in person. The virtual portion of the trial was held in October 2021 and the in-person portion is stayed until fall 2022, pending mediation.

## Goal 6: Indirect Administration

To protect 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 2027)*

1. Provide central administration functions through TCEQ’s 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.
5. Provide legal support to TCEQ’s Office of Administrative Services.
6. Support the agency’s program areas in carrying out rulemaking functions.
7. Provide administrative support to TCEQ’s 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, and the Legislative Appropriations Request—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, government 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’s Chief Auditor’s Office provides assurance and advisory services that help meet agency goals and objectives. This office provides independent and objective information, analyses, and recommendations to assist management in effecting constructive change, managing business risk, and improving compliance and accountability of the regulated community and business partners.

## 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

**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 public and staff access to information by increasing the volume of the agency’s electronic records, documents, and data available online, and working to streamline access to those resources.

**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 information excepted from disclosure in accordance with the Public Information Act.
- **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 licensing, permitting, registrations, reporting, paying, filing, and commenting regarding the commissioners’ agenda meetings.
- **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, including the 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, and well researched opinions, advice, guidance, and recommendations.



## 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

**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.
- **Language access.** TCEQ requires or provides translation and interpretation services to ensure that agency actions can be understood by Texans with limited English proficiency. TCEQ recently codified these efforts in rule for permitting actions and is implementing its language access plan for all programs and services.
- **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 the commissioners' agenda and backup documents online and streaming commissioners' agenda meetings.
- **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 have access to guidance from on staff professionals skilled in ethics-related statutory and regulatory requirements.

**Other Considerations**

- **CAPPS.** The agency works toward implementing CAPPS Financials, which will affect the agency's budgeting, accounting, and monitoring systems. Backfilling and filling gaps in the new system with additional staff has been critical to the successful implementation and continued deployment of CAPPS.
- **Continue to seek solutions to address significant challenges in attracting, training, and retaining qualified employees, consistent turnover in key mission positions, and a high percentage of retirement-eligible staff.** The agency has experienced challenges in hiring and retaining staff in mission critical classifications, such as contract specialists.
- **Reduce or eliminate reliance on lease space at TCEQ headquarters.** At headquarters located at 12100 Park 35 Circle in north Austin, TCEQ currently employs 1,900 individuals occupying six buildings. Five of the buildings are state-owned and the sixth building, Building F, is leased at an annual cost of \$3.6M per year. Ending TCEQ's lease will result in significant cost savings for the state. Experiencing remote working in response to the COVID-19 pandemic has provided the agency the opportunity to evaluate best practices and more efficient use of space. While the ultimate goal is to reduce state costs, expected additional benefits include employee engagement, staff retention, and exemplification of TCEQ's environmentally friendly mission. Moreover, redesigning use of Park35 facilities will result in more efficient delivery of public services, such as access to the agency's public records.
- **Improve facilities for TCEQ Houston Regional Office by relocating to a building that better serves the staff and emergency response efforts of the area.** The Elias Ramirez State Office Building (ERB) which currently houses the Houston Regional Office, is not an adequate facility to support TCEQ's mission-critical compliance and disaster emergency response field activities. Recurring facility issues include electrical problems, roof and window leaks resulting in water damage, mold remediation, elevators that often are inoperable but which are needed to move field equipment and sample containers, insufficient custodial services, and rodent intrusion. Additionally, parking capacity is severely limited and the lack of 24-hour security puts employees and agency equipment, such as high-value mobile monitoring vans, at risk. Lastly, building constraints do not support expansion to allow adequate physical space for conducting routine equipment preparation, calibration, and storage, as well as accommodating additional equipment and staff dedicated to disaster response activities. For the past several years TCEQ has been in consistent communication with Texas Facilities Commission on these issues and will continue to coordinate to promote options that better serve TCEQ staff and emergency response efforts in this region.



CHAPTER 3

# Redundancies and Impediments

## 1. REDUNDANCIES & IMPEDIMENTS

<b>Service, Statute, Rule, or Regulation</b> (with specific citation, if applicable)	<b>Why the Services, Statute, Rule, or Regulation Is Resulting in Inefficient or Ineffective Agency Operations</b>	<b>Agency Recommendation for Modification or Elimination</b>	<b>Estimated Cost Savings or Other Benefit Associated with Recommended Change</b>
Recommendation 1			
<b>Statutory provisions regarding newspaper publication of notice (Texas Health &amp; Safety Code, Sections 361.0665(a)&amp; (b), 361.0666(b)-(d), 361.0791(e), 361.534, 382.031(a), 382.05195(b), 382.05197(a), 382.05199, 382.056, Texas Water Code, Sections 5.552, 5.553, 26.022(b), 26.028(h) (1), 27.025, 27.153(d), and 27.203(c) 361.805 and 361.807)</b>	The statutes require that permit-application notices and hearing notices be published in a newspaper, resulting in limited reach of the notice, publication expenses, as well as additional permit processing time due to the time it takes to arrange newspaper publication.	Allow the use of electronic publication of notices via electronic means such as the <i>Texas Register</i> , or a dedicated TCEQ webpage and listserv, among other options.	Electronic publication of notices expands the reach of notices to a greater segment of the public, streamlines the permit application process, and can result in cost savings.

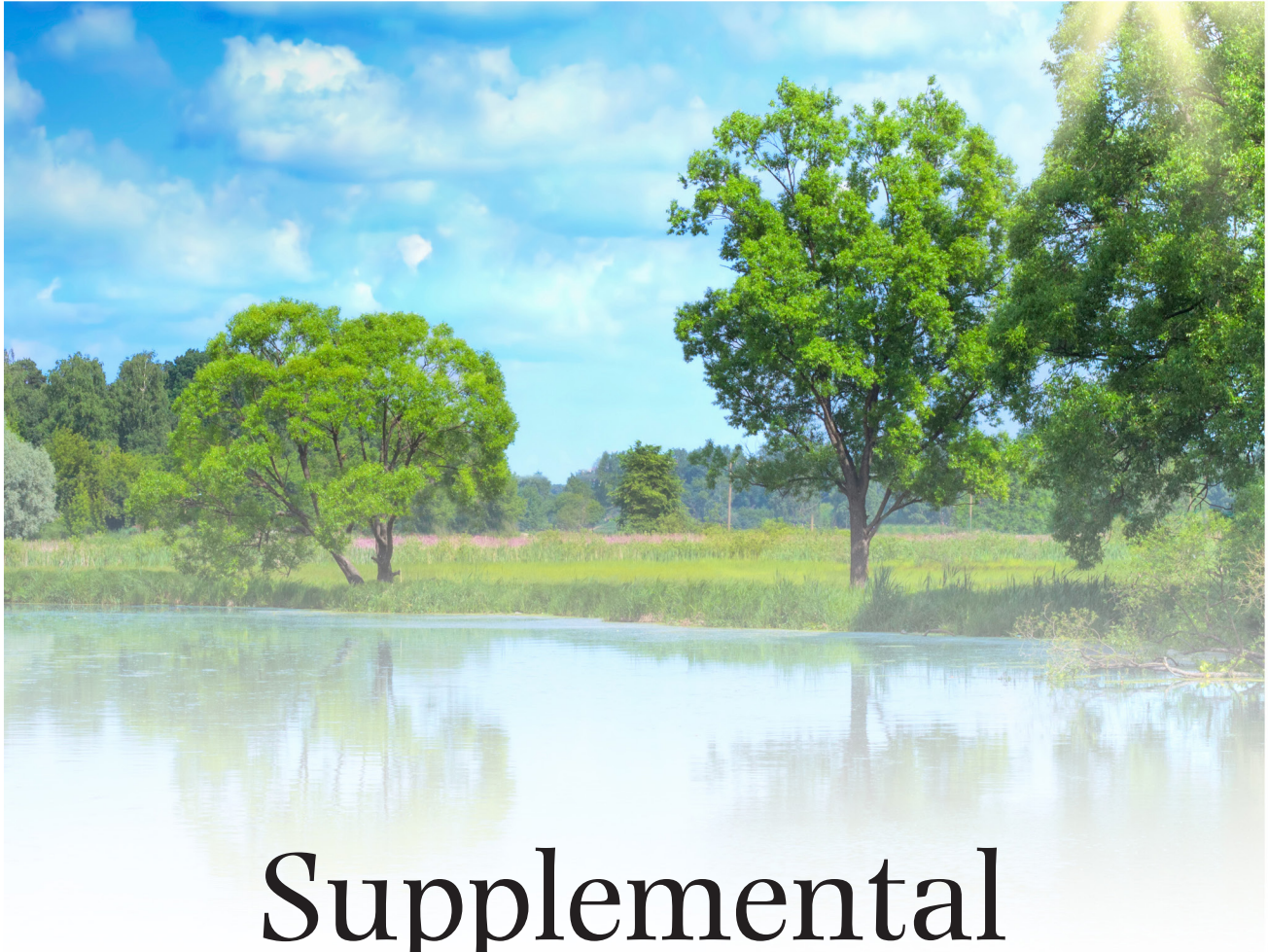
**2. REDUNDANCIES & IMPEDIMENTS** (continued)

<b>Service, Statute, Rule, or Regulation</b> (with specific citation, if applicable)	<b>Why the Services, Statute, Rule, or Regulation Is Resulting in Inefficient or Ineffective Agency Operations</b>	<b>Agency Recommendation for Modification or Elimination</b>	<b>Estimated Cost Savings or Other Benefit Associated with Recommended Change</b>
Recommendation 2			
<p><b>Statutory provisions regarding location of public meetings on permit applications</b></p> <p>(Texas Health &amp; Safety Code Sections 361.0791 and 382.056(k); Texas Water Code Section 5.554)</p>	<p>Without express authority to conduct virtual public meetings, the agency lacks the flexibility to respond to certain instances where a virtual public meeting might be in the best interest of the public and agency staff. There are instances where express authority for the agency to conduct virtual public meetings in place of an in-person meeting would be in the best interest of the public and agency staff.</p>	<p>Expressly authorize TCEQ the option to conduct virtual public meetings in certain instances.</p>	<p>Benefits of providing the agency the option to hold virtual public meetings include the ability to ensure the safety of agency staff and members of the public where that is of concern given the facts of a particular matter. The pervasive influence of social media as it pertains to matters of interest in communities has occasionally led to a highly charged atmosphere and overly contentious participants which can jeopardize the safety of agency staff as well as members of the public. A virtual public meeting in these instances could ensure that citizens are given their opportunity to provide comments to the agency, and that the meeting is not cut short due to safety concerns. Additionally, it can be difficult for some members of the public to attend live public meetings due to family obligations, transportation challenges, or work conflicts. In these cases, attendance by the public could be greater if the meeting was virtual rather than in person. Virtual public meetings would also have benefit of decreased costs associated with staff travel expenses and travel time.</p>

**2. REDUNDANCIES & IMPEDIMENTS** (continued)

<b>Service, Statute, Rule, or Regulation</b> (with specific citation, if applicable)	<b>Why the Services, Statute, Rule, or Regulation Is Resulting in Inefficient or Ineffective Agency Operations</b>	<b>Agency Recommendation for Modification or Elimination</b>	<b>Estimated Cost Savings or Other Benefit Associated with Recommended Change</b>
Recommendation 3			
<b>Statutory provision regarding selection of remedial alternative for state Superfund sites (Texas Health &amp; Safety Code Section 361.193)</b>	TCEQ is required by statute to select state Superfund remedial actions that it determines to be the lowest cost alternative among the statutorily viable remedial alternatives. The requirement to select the lowest cost alternative does not allow TCEQ to account for site-specific factors that may affect the successful implementation of the remedy.	Remove statutory constraints so that the State Superfund Program is authorized to consider the evaluation of site-specific factors that may affect the successful implementation of remedial action and select a remedy that best fits site conditions.	From a fiscal perspective, this change may result in increased costs for remedy implementation, but may be balanced with other factors such as making the affected property available for redevelopment or reducing long-term liability. Removing constraints to select the lowest cost remedial alternative and allowing TCEQ to balance all statutory factors will ensure the selected remedial action for any state Superfund site will achieve the most advantageous combination of cost, quality, and sustainability.





# Supplemental Schedules

- A. AGENCY BUDGET STRUCTURE, FISCAL YEARS 2024–2025 S-1
- B. PERFORMANCE MEASURES AND DEFINITIONS, FISCAL YEARS 2024–2025 S-9
- C. HISTORICALLY UNDERUTILIZED BUSINESS PLAN S-61
- D. STATEWIDE CAPITAL PLAN S-63
- E. HEALTH AND HUMAN SERVICES STRATEGIC PLAN (N/A)
- F. WORKFORCE PLAN, FISCAL YEARS 2023–2027 S-67
- G. REPORT ON CUSTOMER SERVICE S-89
- H. CYBERSECURITY TRAINING CERTIFICATION S-102

## SCHEDULE A

# Agency Budget Structure, Fiscal Years 2024–2025

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Schedules A and B contain the agency’s budget structure and performance measures, which align with the budget cycle and are revised every two years. The following performance measures have been edited by the agency and at the time of printing were under review by the Legislative Budget Board and Office of the Governor. Once approved the Legislature will use this structure and these measures to write the budget for fiscal years 2024–25.

### **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 two percent 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 of Pollution Reduction in Non-attainment Areas (key)
- 1.1 oc 2 Percent Texans Living Where Air Meets Federal Air Quality Standards for Ozone (key)
- 1.1. oc 3 Percent Discharges Reduced
- 1.1 oc 4 Percent of Texas Surface Water Meeting or Exceeding Water Quality Standards (key)
- 1.1 oc 5 Percent of Solid Waste Diverted from Municipal Solid Waste Landfills
- 1.1 oc 6 Percent Decrease in the Toxic Releases in Texas (key)
- 1.1 oc 7 Percent Change in Municipal Solid Waste Going to Landfills
- 1.1 oc 8 Percent of High- and Significant-Hazard Dams Inspected Within the Last Five Years (key)
- 1.1 oc 9 Number of Acres of Habitat Created, Restored, and Protected
- 1.1 oc (TBD) Percent of Scrap Tires Routed to End-Uses Other than Landfill Disposal (proposed)

#### **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 Onroad Mobile Source Air Quality Assessments (key)
- 1.1.1 op 4 Number of Nonroad Mobile Source Air Quality Assessments
- 1.1.1 op 5 Number of Air Monitors Operated (key)

##### *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

***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 Landfill 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 of Air Permits Reviewed

1.2 oc 2 Percent of Quality Permit Applications Reviewed within Established Time Frames

1.2 oc 3 Percent of Water Rights Applications Reviewed within Established Time Frames

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

1.2 oc(TBD) Percent of Injection Well Applications Reviewed within Established Time Frames (proposed)

**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)
- 1.2.1 op (TBD) Number of Emissions Banking and Trading Applications Reviewed (proposed)

***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 Waste Classification Audits Conducted
- 1.2.3 op 2 Number of Municipal Nonhazardous Waste Applications Reviewed (key)
- 1.2.3 op 3 Number of Industrial and Hazardous Waste Permit Applications Reviewed (key)
- 1.2.3 op (TBD) Number of Injection Well Permit and Authorization Applications Reviewed (proposed)

***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 Action Plans Implemented
- 1.2.3 ex (TBD) Number Underground Injection Control Permits and Authorizations Issued (proposed)
- 1.2.3 ex (TBD) Number of Injection Wells in the Underground Injection Control Program (proposed)
- 1.2.3 ex (TBD) Volume of Waste Injected in Class I Injection Wells (proposed)
- 1.2.3 ex (TBD) Volume Injected in Class V Aquifer Storage and Recovery Injection Wells (proposed)

**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**

To 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.

***Outcome Measures***

- 1.30 oc (TBD) Percent of Radioactive Applications Reviewed within Established Time Frames (proposed)

***Output Measures***

- 1.3.1 op 1 Number of Radiological Monitoring and Verification of Samples Collected
- 1.3.1 op (TBD) Number of Radioactive Material License Applications Reviewed (proposed)

***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 the Texas Compact Waste Facility (key)
- 1.3.1 ex (TBD) Number of Radioactive Material Licenses Issued (proposed)

**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 and 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 Water 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 and 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 Water Rights Sites (key)
- 3.1.1 op (TBD) Number of Investigations of Sites and Facilities (proposed)
- 3.1 op (TBD) Percent of Scheduled Mandatory Air Investigations Completed (proposed)
- 3.1 op (TBD) Percent of Scheduled Mandatory Water Investigations Completed (proposed)
- 3.1 op (TBD) Percent of Planned Mandatory Waste Investigations Completed (proposed)
- 3.1.1 op (TBD) Number of Emission Events Received (proposed)
- 3.1.1 op (TBD) Emergency Response Events Reported (proposed)
- 3.1.1 op (TBD) Number of Citizen Complaints Received (proposed)

***Efficiency Measures***

- 3.1.1 ef 1 Average Number of Days to Report Completion Air/Water/Waste Investigation

**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 Send 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 Number of Presentations, Booths, and Workshops on Pollution Prevention and Waste 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

**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 of Industrial Solid and Municipal Hazardous Waste Cleanups

**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 Number of 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 (O&M) Phase (key)
- 4.1.2 ex 2 Immediate Response Actions to Protects Health and the Environment

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

The Texas river compact commissions represent Texas and ensure that Texas receives its equitable share of quality water from those rivers and tributaries as apportioned by each compact.

**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.



# Performance Measures and Definitions, Fiscal Years 2024–2025

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.

Schedules A and B contain the agency’s budget structure and performance measures, which align with the budget cycle and are revised every two years. The following performance measures have been edited by the agency and at the time of printing were under review by the Legislative Budget Board and Office of the Governor. Once approved the Legislature will use this structure and these measures to write the budget for fiscal years 2024–25.

## 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 2024–2025.

### 1.1 Outcome

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#### 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 Standards.

**Purpose/Importance:** This measure reflects trends of ozone criteria pollutants and/or precursors in ozone non-attainment 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 nonpoint sources.

**Method of Calculation:** This measure is calculated by subtracting NO<sub>x</sub> 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 nonpoint sources result in the inability to compile detailed annual trend analyses.

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Above projections

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#### 1.1 oc 2 Percent Texans Living Where Air Meets Federal Air Quality Standards for Ozone (key)

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

**Purpose/Importance:** This measure reflects compliance with applicable federal air quality standards for ozone.

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

**Method of Calculation:** The percentage of Texas population in areas meeting applicable federal clean air standards for ozone 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

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#### 1.1 oc 3 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 states.



**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 4 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



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### 1.1 oc 5 **Percent of Solid Waste Diverted from Municipal Solid Waste Landfills**

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

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

**Source/Collection of Data:** The agency receives waste diversion data from municipal solid waste landfills and processing facilities, which is stored in the Internal Data Application (IDA) reporting system.

**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

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### 1.1 oc 6 **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

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### 1.1 oc 7 **Percent Change in Solid Waste Going to Municipal Solid Waste 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 reports the percent of change in the amount of solid waste going into municipal solid waste landfills from year to year.

**Source/Collection of Data:** The agency requires active municipal solid waste landfills to report the amount of waste disposed of each year. This data is stored in the Internal Data Application (IDA) reporting system. This measure quantifies the change in the waste disposal amount between the current and the previous year for municipal solid 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 previous year. The percent change is determined by the formula: total disposed amount for the current year divided by the disposed amount for the previous year times 100.

**Data Limitations:** None identified.

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Above projections

### 1.1 oc 8 **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 of Data:** 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 9 **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:** 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 oc (TBD) Percent of Scrap Tires Routed to End-Uses Other than Landfill Disposal (New measure proposed by agency.)**

**Short Definition:** The annual percent of scrap tires processed for end-uses other than landfill disposal.

**Purpose/Importance:** Provide a general indicator of the effectiveness of statewide scrap tire processing and planning efforts.

**Source/Collection of Data:** The agency requires scrap tire transporters, storage sites, and processing facilities to submit an annual activity report detailing the number of tires transported and the end-use.

**Method of Calculation:** The agency generates an Excel report from the annual activity report data. The percent routed is determined by the formula: the total amount routed divided by (the total amount routed plus the total amount landfilled) times 100.

**Data Limitations:** None identified.

**Calculation Type:** Non-cumulative

**New Measure:** Yes

**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:** This 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:** This 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

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### 1.1.1 op 3 Number of Onroad Mobile Source Air Quality Assessments (key)

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

**Purpose/Importance:** Onroad 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

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### 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:** This measure reflects the number of nonroad 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. Nonroad 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:** Nonroad 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 nonroad 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 nonroad 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 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:** TThe 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 (e.g., 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 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 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:** This 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:** This 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

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### 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 affected 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 this measure range from assessments requiring as little as one week to as much as 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

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### 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:** This 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, and 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 total of all assessments are reported quarterly.

**Data Limitations:** The individual assessments included in this measure range from assessments requiring as little as one week to as much as 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

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### 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:** This 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

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## 1.1.2 Efficiency

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### 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

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### 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

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### 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

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#### 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

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#### 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 labor account code (LAC) entered into the State’s Centralized Accounting and Payroll/Personnel System (CAPPS), 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 LAC is acquired through CAPPS.

**Method of Calculation:** The total number of hours attributed to the LAC code through the current fiscal year is divided by the total number of landfill 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

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#### 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.

**Method of Calculation:** The agency queries an Excel report generated from the IDA reporting system for remaining capacity and disposal data for municipal solid waste landfills located in each COG. Landfill life expectancy in years for each region is projected by dividing the total remaining capacity in tons by the total number of tons disposed for the annual reporting period. The total number of COG regions with 10 years or more of projected landfill capacity is reported.

**Data Limitations:** Many landfills report estimates for capacity rather than the results of actual field surveys. In addition, projected landfill life expectancies assume no changes in reported landfill size, disposal amounts, and compaction rates.

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Above projections

### 1.2 Outcome

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#### 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, recommended for denial, withdrawn, or returned. 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 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 either the date the application was issued, denied, returned, or withdrawn 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 contested applications. Additionally, the number of days any application is placed on hold by the applicant will be excluded from the calculation from the day of request through the end of the requested period. 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 waste management applications.

**Source/Collection of Data:** Using agency databases, this measure tracks the number of waste applications reviewed within the established agency time frames for the fiscal year: (1) for industrial and commercial nonhazardous solid waste storage and processing facilities, coal combustion residual disposal facilities and hazardous waste treatment, storage, and disposal facilities new, renewals, amendments, modifications, post closure orders and regulatory flexibility orders, and (2) for municipal solid waste facilities new permits, permit amendments, registrations, modifications, notifications, and authorizations for construction over closed landfills.

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

withdrawal of the application by the applicant's request, the return or denial of the application due to administrative or technical deficiencies, or the transmittal of an authorization 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.

**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. oc (TBD) Percent of Injection Well Applications Reviewed within Established Time Frames (New measure proposed by agency.)**

**Short Definition:** The percent of Underground Injection Control (UIC) permits and authorizations reviewed within established time frames.

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

**Method of Calculation:** Using agency databases, this measure tracks these underground injection control permits and authorizations applications reviewed for the reporting period: (1) new, renewal, major and minor amendment, minor modification, endorsement, transfer, construction complete report, closure report, revocation, and production area authorization applications for UIC Class I and Class III injection wells; (2) notices of intent and notices of change for UIC Class I general permit injection wells; and (3) authorizations, amendments and terminations for UIC Class IV and V injection wells. An application is defined as reviewed upon: (1) the transmittal of the final draft permit from the program to the Chief Clerk's Office, (2) the return/withdrawal/denial of the application either by the applicant's request or as the result of administrative or technical deficiencies, or (3) the transmittal of a permit, authorization or approval letter to the applicant.

**Data Limitations:** None identified.

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** 100%

### **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 applications for new permits, permit amendments, permit alterations, and permits-by-rule (PBRs) 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.

**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:** This measure is calculated as the sum of the total number of applications for new permits, permit amendments, permit alterations, and permits-by-rule 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

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### 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 details in the Purpose 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 the data 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

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### 1.2.1 op (TBD) **Number of Emissions Banking and Trading Applications Reviewed (formerly 1.1.1 op 7)**

**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 Permits Division. See additional details in the Purpose section.

**Purpose/Importance:** This measure quantifies the EBT workload of the Air Permits 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 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 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:** Yes

**Desired Performance:** Above projections

## 1.2.1 Explanatory

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### 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, that 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

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### 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 were 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, that 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

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### 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 permit Notices of Intent (NOIs), 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

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### 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, 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, change of ownership, and water supply contracts.

**Source/Collection of Data:** Agency staff enter milestone information into agency database. Staff query databases for application reviews completed during the quarter. This data is housed in multiple databases and program areas.

**Method of Calculation:** The sum of water right applications, ownership changes, temporary permits, and contracts as reported from agency database for the reporting period.

**Data Limitations:** None identified

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Above projections

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### 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 the process was 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 the process was completed by the program.

**Data Limitations:** None identified

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Above projections

## 1.2.2 Explanatory

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### 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

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### 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 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

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### 1.2.3 op 1 Number of Waste Classification Audits Conducted

**Short Definition:** The total number of 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 Office of Waste when there is sufficient information to suspect the wastes were classified incorrectly.

**Method of Calculation:** Query the Internal Data Application (IDA) for completed audits for the reporting period. 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

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### 1.2.3 op 2 Number of Municipal Nonhazardous Waste Applications Reviewed (key)

**Short Definition:** The number of municipal waste 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) applications reviewed within a quarterly reporting period. This process is completed for the following MSW applications: new permits, registrations, permit amendments, modifications, notifications and applications for construction over a closed landfill. A reviewed application is defined as transmittal of the final draft permit/registration from the program to the Chief Clerk's Office; withdrawal of the application by the applicant's request; the return or denial of the application due to administrative or technical deficiencies, or the transmittal of an authorization letter to the applicant.

**Method of Calculation:** The agency queries internal 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

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### 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, this measure tracks these industrial and hazardous waste permit applications for industrial and commercial nonhazardous solid waste storage and processing facilities, coal combustion residual disposal facilities, and hazardous waste treatment, storage, and disposal facilities: new, renewals, amendments, modifications, post-closure orders and regulatory flexibility orders and hazardous waste treatment, storage, and disposal facilities.

**Method of Calculation:** Query agency databases for the total number of reviewed industrial and hazardous waste permit applications for the reporting period. If an application requires transmittal of a final draft permit or registration to the Chief Clerk, it is considered reviewed upon that transmittal. For an application that does not require transmittal to the Chief Clerk, the application is considered reviewed upon the transmittal of an authorization, modification, or endorsement letter to the applicant. For an 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 to applicant.

**Data Limitations:** None identified

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

### **1.2.3 op (TBD) Number of Injection Well Permit and Authorization Applications Reviewed (New measure proposed by agency.)**

**Short Definition:** The number of Underground Injection Control (UIC) permit and authorization applications reviewed.

**Purpose/Importance:** This measure reflects the agency's workload regarding the number of permits and authorizations issued.

**Source/Collection of Data:** Using agency databases, this measure tracks these underground injection control permits and authorizations applications reviewed for the reporting period: (1) new, renewal, major and minor amendment, minor modification, endorsement, transfer, construction complete report, closure report, revocation, and production area authorization applications for UIC Class I and Class III injection wells; (2) notices of intent and notices of change for UIC Class I general permit injection wells; and (3) authorizations, amendments and terminations for UIC Class IV and V injection wells.

An application is defined as reviewed upon: (1) the transmittal of the final draft permit from the program to the Chief Clerk's Office, (2) the return/withdrawal/denial of the application either by the applicant's request or as the result of administrative or technical deficiencies, or (3) the transmittal of a permit, authorization or approval letter to the applicant.

**Method of Calculation:** The agency queries its databases for the total number of reviewed underground injection control permit and authorization applications for the reporting period.

**Data Limitations:** None identified

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

## 1.2.3 Explanatory

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### 1.2.3 ex 1 Number of Municipal Nonhazardous Waste Permits Issued

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

**Purpose/Importance:** This measure reflects the agency’s workload regarding the number of authorizations issued for the fiscal year.

**Source/Collection of Data:** Using the agency’s databases, this measure tracks the number of municipal solid waste (MSW) authorizations issued or acknowledged for the fiscal year. This process is completed for the following MSW authorizations: new permits, permit amendments, registrations, modifications, notifications, and authorizations for construction over a closed landfill. 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. The 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 authorization for construction over a closed landfill is signed by the Executive Director (or designated representative) and is entered into the database after the transmittal of an authorization letter to the applicant.

**Method of Calculation:** The agency queries its databases for the number of authorizations issued or acknowledged. The sum is the total of issued new permits, permit amendments, registrations, modifications, notifications, and for construction over a closed landfill for the reporting period.

**Data Limitations:** None identified

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Above projections

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### 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, this measure tracks the number of industrial and hazardous waste permit applications for industrial and commercial nonhazardous solid waste storage and processing facilities, coal combustion residuals disposal facilities and hazardous waste treatment, storage, and disposal facilities issued or acknowledged for the fiscal year: new, renewals, amendments, and modifications, post closure orders and regulatory flexibility orders.

**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

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### 1.2.3 ex 3 Number of Corrective Actions Implemented

**Short Definition:** Number of corrective action plans implemented at nonhazardous solid waste landfills.

**Purpose/Importance:** This measure reflects the number of corrective action plans implemented to remediate releases from municipal solid waste and commercial industrial nonhazardous waste landfills to ensure human health and the environment is protected.



**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 nonhazardous 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 nonhazardous 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 action plans implemented, for the reporting period.

**Data Limitations:** None identified

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Above projections

### **1.2.3. ex (TBD) Number of Underground Injection Control Permits and Authorizations Issued (New measure proposed by agency.)**

**Short Definition:** The number of Underground Injection Control (UIC) permits and authorizations issued.

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

**Source/Collection of Data:** Using agency databases, this measure tracks these underground injection control permits and authorizations issued for the reporting period: (1) new, renewal, major and minor amendment, minor modification, endorsement, transfer, construction complete report, closure report, revocation, and production area authorization applications for UIC Class I and Class III injection wells; (2) notices of intent and notices of change for UIC Class I general permit injection wells; and (3) authorizations, amendments and terminations for UIC Class IV and V injection wells.

A permit or authorization is defined as issued when the permit, modification, authorization, approval letter or production area authorization has been signed by either the Executive Director (or designated representative) or the Commission, or returned to/withdrawn by the applicant.

**Method of Calculation:** The agency queries its databases for the total number of issued underground injection control permits and authorizations for the reporting period.

**Data Limitations:** None identified

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

### **1.2.3. ex (TBD) Number of injection wells in the Underground Injection Control Program (New measure proposed by agency.)**

**Short Definition:** Number of injection wells, by class, in TCEQ UIC program.

**Purpose/Importance:** This measure reflects the number of injection wells in the state subject to TCEQ’s registration.

**Source/Collection of Data:** Using agency databases, this measure tracks the number of injection wells regulated by TCEQ by: Class I injection wells, Class III injection wells, Class IV injection wells, and Class V injection wells.

**Method of Calculation:** TAnnually, in the first quarter, the agency will query its database for the total number of injection wells in each class.

**Data Limitations:** None identified

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

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### **1.2.3. ex (TBD) Volume of Waste Injected in Class I Injection Wells (New measure proposed by agency.)**

**Short Definition:** The annual volume of all types of waste injected into Class I injection wells.

**Purpose/Importance:** This measure reflects the annual volume of all types of waste being permanently removed from the biosphere by injection in Class I injection wells regulated by TCEQ.

**Source/Collection of Data:** The agency will collect the calendar-year data from annual reports required by rule to be submitted by Class I facilities at the end of January each year.

**Method of Calculation:** The agency will enter the calendar-year data from annual reports into a database. The agency will query the database for the calendar-year volume per injection well.

**Data Limitations:** None identified

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

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### **1.2.3. ex (TBD) Volume Injected in Class V Aquifer Storage & Recovery Injection Wells (New measure proposed by agency.)**

**Short Definition:** The annual volume of water injected into Class V aquifer storage and recovery (ASR) injection wells.

**Purpose/Importance:** This measure reflects the annual volume of water being stored by injection in Class V ASR injection wells regulated by TCEQ.

**Source/Collection of Data:** The agency will collect the data from injection reports submitted by Class V ASR projects, including cycle tests during the development phase.

**Method of Calculation:** The agency will enter the data from ASR reports into a database. The agency will query the database for the injected water volume.

**Data Limitations:** Data will be impacted by drought, when stored water is removed, and by prolonged wet weather, when maximum storage may be reached.

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

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## **1.2.4 Output**

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### **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 Occupational Licensing and Registration 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 affect the number of occupational license applications. Receipt of some applications at the central office may be dependent on the designated agents submitting them in a timely manner.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Above projections

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#### 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 Occupational Licensing and Registration Division staff scans or enters exam information into the Consolidated Compliance and Enforcement Data System (CCEDS) after the examinations are administered by the commission's designated agents.

**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 affect 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

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#### 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 Occupational Licensing and Registration 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 and 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 affect 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

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### 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 Occupational Licensing and Registration 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 affect the number of occupational license applications.

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Above projections

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### 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

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## 1.3 Outcome

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### 1.3 oc (TBD) Percent of Radioactive Applications Reviewed within Established Time Frames (New measure proposed by agency.)

**Short Definition:** Percent of radioactive material license applications reviewed within established time frames.

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

**Source/Collection of Data:** Using agency databases, this measure tracks the number of radioactive material license applications reviewed within the established agency time frames for the fiscal year. This process will be completed on the following applications: new, renewals, and amendments for radioactive material licenses.

An application is defined as reviewed upon transmittal of the final draft license the Chief Clerk; the return/withdrawal/denial either at the applicant's request or as a result of deficiencies; or the issuance of an administrative amendment.

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

Applications are excluded from the count when suspended from processing in accordance with agency policy.

**Data Limitations:** General market and economic conditions impact the number of radioactive material license applications received.

**Calculation Type:** Non-Cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

### 1.3.1 Output

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#### 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 a licensee's 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

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#### 1.3.1 op (TBD) Number of Radiological Material License Applications Reviewed (New measure proposed by agency.)

**Short Definition:** The number of radiological material license applications reviewed.

**Purpose/Importance:** This measure quantifies the number of reviews conducted to ensure that facilities authorized under a radioactive material license meet design and operational requirements and are protective of human health and the environment.

**Source/Collection of Data:** Using agency databases, this measure tracks new, renewals, and amendments for radioactive material licenses.

**Method of Calculation:** Query agency databases for the total number of reviewed radioactive material license applications for the reporting period. An application is defined as reviewed upon transmittal of the final draft license the Chief Clerk; the return/withdrawal/denial either at the applicant's request or as a result of deficiencies; or the issuance of an administrative amendment.



**Data Limitations:** General market and economic conditions impact the number of radioactive  
**Calculation Type:** Cumulative  
**New Measure:** Yes  
**Desired Performance:** Above projections

### 1.3.1 Explanatory

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#### 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

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

**Short Definition:** 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 Facility. 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

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**1.3.1. ex (TBD) Number of Radioactive Material Licenses Issued (New measure proposed by agency.)**

**Short Definition:** Number of radioactive material licenses issued.

**Purpose/Importance:** This measure reflects the agency’s workload regarding the number of licenses issued.

**Source/Collection of Data:** Using agency databases, this measure tracks these radioactive material license applications issued for the fiscal year: new, renewals, and amendments for radioactive material licenses. An issued license is one that has been signed by either the Executive Director (or designated representative) or the Commission.

**Method of Calculation:** The agency queries its databases for the number of applications issued. The sum is the numbers of issued licenses for the reporting period.

**Data Limitations:** General market and economic conditions impact the number of radioactive material license applications received.

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

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**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 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

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**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

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### 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

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### 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

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### 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

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### 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

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### 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

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### 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

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### **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**

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### **3.1.1 op 1 Number of Investigations of Water Rights Sites (key)**

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

**Purpose/Importance:** This measure reflects agency efforts to enforce water rights in Watermaster Programs.

**Source/Collection of Data:** This measure is the total number of Watermaster diversion site inspection and investigations performed.

**Method of Calculation:** Each reporting period, the Watermaster Program retrieves from the database the number of inspections and investigations completed by the Watermaster staff.

**Data Limitations:** None identified

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Above projections

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### **3.1.1 op (TBD) Number of investigations of sites and facilities (New measure proposed by agency.)**

**Short Definition:** Number of inspections and investigations completed by staff at regulated sites.

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

**Source/Collection of Data:** Information provided to comply with Texas Water Code, Section 5.126, Report on Enforcement Actions for “number of inspections.” Information on inspections conducted is extracted from the

Consolidated Compliance and Enforcement Data System (CCEDS). An inspection/investigation is defined as the evaluation by field investigators of a regulated entity against a standard and includes all (initial and follow up) compliance investigations and inspections, 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 Collection:** Each reporting period, central office staff retrieves from the Consolidated Compliance and Enforcement Data System (CCEDS) the number of investigations completed in the field offices as well as those completed by city and or county local programs. 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:** Yes

**Desired Performance:** Above projections

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### **3.1.1 op (TBD) Percentage of Scheduled Mandatory Air Investigations Completed (New measure proposed by agency.)**

**Short Definition:** Percentage completion of planned mandatory air investigations

**Purpose/Importance:** Certain permitted air sites are required by federal or state statutes, regulations, agreements, or state funding commitments to receive mandatory comprehensive investigations to assure compliance with rules, regulations, permits/authorizations, and statutes designed to protect human health and the environment.

**Source/Collection of Data:** During the development of the regional offices' annual workplan, air sites are identified which must receive a mandatory investigation to meet federal or state requirements. An investigation is defined as the evaluation of a regulated entity against a standard and includes all Title V air investigations required by the Alternative CMS plan approved by EPA. Site is defined as a major source at a geographic location or place that holds an active Title V Operating Permit and is subject to the EPA CMS.

**Method of Calculation:** Each reporting period, central office staff retrieves from the CCEDS the number of approved mandatory comprehensive air investigations completed in the regional offices as well as those completed on the behalf of the TCEQ by city and or county local programs or contracted investigators. This is divided by the number of scheduled mandatory air investigations identified during the annual work planning. The result is multiplied by 100 to get a percentage of the completed mandatory investigations. Any air sites that are no longer in operation are removed from the workplan and will not be factored into the calculation. An investigation is considered approved 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:** Non-cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

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### **3.1.1 op (TBD) Percentage of Scheduled Mandatory Water Investigations Completed (New measure proposed by agency.)**

**Short Definition:** Percentage completion of water sites with scheduled mandatory investigations.

**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:** During the development of the regional offices' annual workplan, water entities are identified which must receive a mandatory investigation to meet federal or state requirements. An investigation is defined as the evaluation of a regulated entity against a standard. The data for water entity investigations is stored in CCEDS.

**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. Each reporting period, central office staff retrieves from the CCEDS the number of approved mandatory water entity investigations completed in the regional offices as well as those completed on the behalf of the TCEQ. This is divided by the number of scheduled mandatory investigations identified during the annual work planning. The result is multiplied by 100 to get a percentage of the completed mandatory investigations. Any entities that are no longer in operation are removed from the workplan and will not be factored into the calculation. An investigation is considered approved 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:** Non-cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

### **3.1.1 op (TBD) Percentage of Planned Mandatory Waste Investigations Completed (New measure proposed by agency.)**

**Short Definition:** Percentage completion of planned mandatory waste site investigations. Site is defined as a geographic location or place where regulatory activities of interest to the agency occur or have occurred.

**Purpose/Importance:** Certain permitted waste sites are required by federal or state statutes, regulations, agreements, or state funding commitments to receive mandatory comprehensive investigations to assure compliance with rules, regulations, permits/authorizations, and statutes designed to protect human health and the environment.

**Source/Collection of Data:** During the development of the regional offices’ annual workplan, waste sites are identified which must receive a mandatory investigation to meet federal or state requirements. An investigation is defined as the evaluation of a regulated entity against a standard. The data for waste site investigations is stored in CCEDS.

**Method of Calculation:** Each reporting period, central office staff retrieves from the CCEDS the number of approved mandatory waste site investigations completed in the regional offices as well as those completed on the behalf of the TCEQ. This is divided by the number of scheduled mandatory waste site investigations identified during the annual work planning. The result is multiplied by 100 to get a percentage of the completed mandatory investigations. Any waste sites that are no longer in operation are removed from the workplan and will not be factored into the calculation. An investigation is considered approved 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:** Non-cumulative

**New Measure:** Yes

**Desired Performance:** Above projections

### **3.1.1 op (TBD) Number of Emission Events Received (New measure proposed by agency.)**

**Short Definition:** Number of emissions events received. A reported emissions event is when 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 authorized emissions of air contaminants from one or more emissions points at a regulated entity. Potential violations are identified through investigations or reports and records of these emissions. Regulated entities are required to report unauthorized emissions events to TCEQ within 24-hours of discovery. Emissions event reports are investigated to ensure compliance with rules, regulations, and statutes designed to protect human health and the environment.

**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 received. This includes emissions events that were not required to be submitted based on the final quantities of unauthorized emissions.

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

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

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Below projections

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### **3.1.1 op (TBD) Number of Emergency Response Events Reported (New measure proposed by agency.)**

**Short Definition:** Number of emergency response events reported. An emergency response event is considered reported when a report has been written, management has approved, and management's approval date has been reflected in the database.

**Purpose/Importance:** This measure will provide data on the number of emergency response events reported and will demonstrate the agency's workload in each reporting period.

**Source/Collection of Data:** Using the Consolidated Compliance and Enforcement Database System (CCEDS), this measure is calculated by adding the total number of reported emergency response event reports received. This excludes spills or incidents that are outside of TCEQ jurisdiction and referred to other governmental entities.

**Method of Collection:** OCE retrieves the data for the measure from CCEDS; the data represents the number of emergency response events reports received during the reporting period

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

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Below projections

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### **3.1.1 op (TBD) Number of Citizen Complaints Received (New measure proposed by agency.)**

**Short Definition:** Number of citizen complaints received.

**Purpose/Importance:** All complaints against regulated entities received from citizens that are within the agency's jurisdiction are investigated to ensure compliance with rules, regulations, and statutes designed to protect human health and the environment. The number of complaint investigations included in performance measure, Number of Investigations of Sites and Facilities."

**Source/Collection of Data:** The data for the number of citizen complaints is collected in the Consolidated Compliance and Enforcement Data System (CCEDS).

**Method of Collection:** Each reporting period, OCE retrieves from CCEDS the number of complaints received by the agency. Any complaint that was determined to be outside of TCEQ jurisdiction and referred to another governmental entity is excluded.

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

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Above projections



### 3.1.1 Efficiency

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#### 3.1.1 ef 1 Average Number of Days to Report Completion Air/Water/Waste Investigation

**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:** This 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

### 3.1.2 Output

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#### 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

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#### 3.1.2 ef 1 Average Number of Days to Send an Initial Settlement Offer

**Short Definition:** Average number of days to send the initial settlement.

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

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

**Method of Calculation:** Using computerized searches, the average number of days to send an initial settlement offer will be calculated as the sum of the number of days from assignment of the Enforcement Action Referral (EAR) to the mailing date of the initial proposed order. EDPRPs for failed expedited orders will not be counted since the EDPRP is not considered to be a settlement offer and initial proposed orders will already have been counted in this category. Enforcement referrals meeting the Texas Water Section 7.105(b) criteria will not be counted. These referrals are subject to Office of the Attorney General review.

**Data Limitations:** None identified.

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Below projections

### 3.1.2 Explanatory

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#### 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

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### 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

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### 3.1.3 op 1 **Number of Presentations, Booths, and Workshops on Pollution Prevention and Waste Minimization (key)**

**Short Definition:** Total number of pollution prevention, waste minimization and voluntary program workshops, booths, and presentations conducted by External Relations staff for the 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, waste minimization, 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

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### 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 the Internal Data Application (IDA) reporting system 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

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#### 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 the Waste Reduction Policy Act (WRPA). This information is maintained in an Oracle database.

**Method of Calculation:** This 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

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#### 3.1.3 ex 2 Tons of Waste Collected through Household Hazardous Waste Collection

**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 by the quality of the reports submitted to the agency.

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Above projections

## 4.1 Outcome

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### 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

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### 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:** 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:** This measure reflects agency workload in processing PST self-certifications.

**Source/Collection of Data:** Using an automated agency data system maintained by the Occupational Licensing and Registration 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” letter or Certification of Completion 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 Number of 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

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### 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

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### 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

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### 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 agency receives and reviews reports documenting that a site has met the closure requirements. If the agency concurs, a No Further Action Letter (NFA) is issued documenting the closure. The date the reports are received and the date of the NFA are entered into the Internal Data Application (IDA).

**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, 2041; 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

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### 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 a 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

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### 4.1.2 ex 2 Immediate Response Actions to Protect Health and the Environment

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

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

**Source/Collection of Data:** The Internal Data Application (IDA) reporting system is used to report the total number of incidents where immediate response actions were completed to protect human health and the environment.

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

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

**Calculation Type:** Non-cumulative

**New Measure:** No

**Desired Performance:** Below projections

## 5.1 Outcome

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### 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

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### 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

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### 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 (third 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

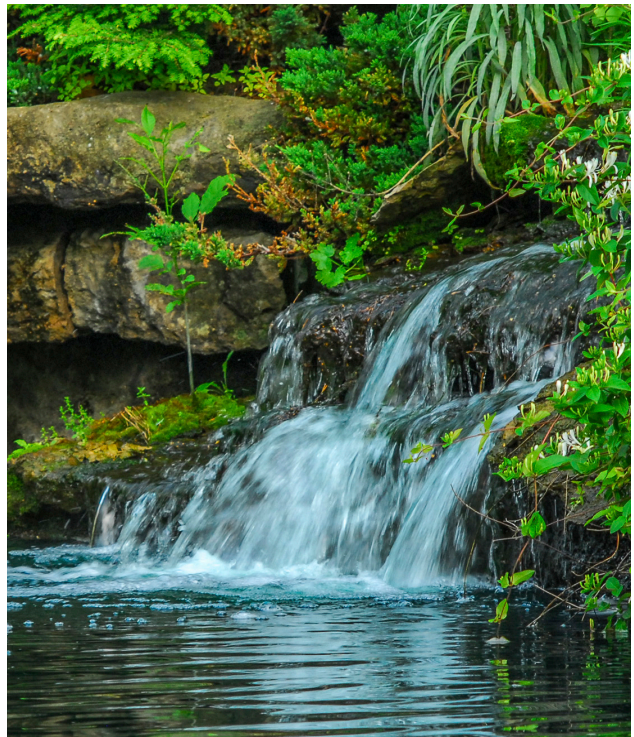
A HUB is defined in Chapter 2161 of the Texas Government Code and 34 TAC 20.282 as a for-profit entity meeting the following additional criteria:

- 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 2020 and 2021 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 2020–2021	Performance		Goals for FYs 2023–2027
		2020	2021	
Commodity Contracts	21.1%	38.9%	33.7%	21.1%
Other Services Contracts	26.0%	39.1%	40.5%	26.0%
Professional Services Contracts	23.7%	9.2%	12.2%	23.7%
Special Trades	32.9%	20.9%	50.0%	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 2023 through fiscal 2027.*

*TCEQ submitted one capital project on this chart, the Critical Technology Upgrade Project, an information-resources project with a total cost of \$8,100,000 for the period from September 2022 to August 2026.*

# Integrated Campus Planning System

Texas Higher Education Coordinating Board

05/04/22

Environmental Quality, Texas Commission on (582)

## Capital Expenditure Plan (MP1) Summary Report (Fiscal Years 2023 - 2027) as Reported in FY 2022

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			0	0	0	0	0	\$0	\$8,100,000	9/2022	8/2026
					0	0	0	0	\$0	\$8,100,000		

### 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	\$8,100,000
Leased Space	0	0	0	0	\$0
Unspecified	0	0	0	0	\$0
<b>Totals</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>\$8,100,000</b>

### Summary of Planned Expenditures by Year

Project Type	2023	2024	2025	2026	2027	Balance	Total Cost
Addition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
New Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Repair and Renovation	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Infrastructure	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Information Resources	\$2,100,000	\$2,100,000	\$2,100,000	\$1,800,000	\$0	\$0	\$8,100,000
Leased Space	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Unspecified	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Totals</b>	<b>\$2,100,000</b>	<b>\$2,100,000</b>	<b>\$2,100,000</b>	<b>\$1,800,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$8,100,000</b>

### 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	\$8,100,000

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
<b>Totals</b>		<b>\$8,100,000</b>

SCHEDULE E

# Health and Human Services Strategic Plan

*This schedule is not applicable to TCEQ.*

# Workforce Plan, Fiscal Years 2023–2027

*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 increase in staff eligible to retire; retention of qualified, experienced employees; high turnover in key positions; and implementing a hybrid workforce model. To address these factors, the agency must continuously adapt and focus on implementing attractive recruitment, engagement, and retention strategies to differentiate itself in the increasingly competitive job market.

The ability to compete for highly skilled applicants, particularly in STEM and high demand 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.

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 implement continuous improvement initiatives, including program changes, process redesign, and technological advancements.

## New and Changing Requirements and Initiatives

The departure of employees due to retirement and other reasons is a critical issue facing TCEQ. Within the next five years, 36% of TCEQ’s workforce will be eligible to retire, with 20% eligible to retire by the end of fiscal 2022.

TCEQ remains well below the state average of 21.5% in turnover for fiscal 2021. TCEQ experienced turnover at 12.2% in fiscal 2021, with voluntary separations, excluding retirement, making up 55.9% of total separations. Retirements made up another 25.6% of total separations for that period. Turnover was highest in core mission classifications, including Natural Resources Specialist (14.5%), Engineering Specialist (11.7%), Engineer (10.7%) and Geoscientist (10.4%). 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 be required. Training and mentoring emerged as the primary strategy identified by agency offices to address skill gaps due to retirements, with engagement and retention efforts ranking second.

Table F.1 demonstrates the projected increases in the number of employees eligible to retire from fiscal 2022 through fiscal 2027. TCEQ estimates that approximately 952 employees (36%) will become eligible to retire by the end of fiscal 2027. Retirement of the agency’s workforce at this level could significantly affect the agency’s ability to deliver programs and accomplish its mission.

**Table F.1. Projection of TCEQ Employees Eligible for Retirement, FYs 2022–2027**

Fiscal Year	Projected Retirements	Percent of Total Agency Headcount (2,610)
2022	530	20.3
2023	610	23.4
2024	696	26.7
2025	783	30
2026	872	33.4
2027	952	36.5

*Data Source:* Centralized Accounting and Payroll/Personnel System, as of 8/31/21.



## New and Changing Requirements and Initiatives

New federal and state requirements, as well as internal initiatives 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:

- **Shifting to a hybrid work model.** TCEQ embraced and adapted quickly to support a remote workforce resulting from the COVID-19 pandemic. The agency tailored policies and services to support virtual agency operations and provided tools, guidance documents, and resources to agency management and staff enabling the continuity of mission critical functions. TCEQ will continue to develop and maintain the administrative framework underlying a hybrid workforce: policy development and refinement, day-to-day operational guidance, and provision of supportive information technology solutions.
- **Staffing competitiveness.** State salary and benefits constraints limit TCEQ's ability to remain competitive with private sector employers and state and local governments. TCEQ's retention of experienced staff in our mission-critical classifications is challenged by significantly higher and more competitive salaries and benefit packages offered by other state agencies and local city and county governments, in addition to those offered in the private sector.

TCEQ has taken several measures to address this competition, including raising minimum salaries and supplementing salaries with retention and recruitment bonus programs and one-time merits for extraordinary performance in emergency events. However, actual salaries remain comparatively low while turnover continues to be untenably high. Overall, TCEQ average salaries have increased by only 3.9% since
- 2016, and in critical classifications, TCEQ's salaries lag our sister state agencies by more than 30%.
- **Employee-related initiatives.** Raising awareness of the rich diversity of TCEQ and reinforcing the agency's culture will continue to be a focus. Noteworthy successes—mostly held virtually—include recognition of the 30th anniversary of the Mickey Leland Environmental Internship Program, diversity awareness training for all managers, coffee chats with executive management on diversity and teleworking, development of a diversity mentoring program, a cultural fair spotlighting employees' video presentations, and the annual Veterans Day recognition.
- **Facility Reviews.** TCEQ's Park 35 Campus and Houston Regional Office. TCEQ aspires to reduce the annual \$3.6M cost for Building F on our Park35 Headquarters campus, and exit the lease prior to the August 2027 end date. This analysis is a significant undertaking that would require one-time legislative funding as well as assistance from the Texas Facilities Commission on redefining TCEQ's physical space for collaboration, innovation, and knowledge sharing. While the ultimate goal is to reduce TCEQ's physical space costs, expected additional benefits include employee engagement, retention, and exemplifying our environmentally friendly mission. Additionally, relocation of the TCEQ's Houston Regional Office from the Elias Ramirez State Office Building (ERB) is a major priority due to the inadequacy of the current facility to support TCEQ's mission-critical compliance and disaster emergency response field activities.
- **Digital Content and Accessibility Requirements.** Delivering more digital content—training, public education, and other informational material—on TCEQ websites. 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 and other digital content. Increased demand by the public that the agency should use plain language in its guidance and information materials—as well as provide these materials in alternative languages and in accessible format for people with disabilities.

■ **Public Information Requests, Access to Public Records, and Public Participation.**

Supporting the increased number of public information requests (PIR), legislative requests, and media requests is a challenge. To handle this increase, the agency needs to modify existing databases, enhance reporting capabilities, and launch new initiatives allowing greater public access to agency records—including the Texas Open Data Portal as an alternative for filing public information requests. The design, testing, and implementation of these initiatives may require large commitments in funding and staff resources. Also, additional staff expertise and resources will be devoted towards ensuring that the agency’s public participation process is in accordance with Title VI of the Civil Rights Act of 1964.

■ **Central Accounting and Payroll/Personnel System (CAPPS).** The statewide Enterprise Resource Planning project involves adopting a statewide system supporting financial, human-resource, payroll, and timekeeping functions. TCEQ deployed CAPPS HR/Payroll and Recruit in fiscal years 2020 and 2021; process re-engineering and change management efforts are in progress.

TCEQ is scheduled to deploy CAPPS Financials in fiscal year 2023 and pre-implementation activities are underway. CAPPS implementations require significant staff time and resources devoted to the developing 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 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 federal-grant commitments and performance measures through the Government Performance and Result Act, without corresponding

increases to funding and the agency's authorized full-time equivalent (FTE) count.

- **Emergency Planning and Community Right-to-Know Act.** Maintaining 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 remains an evolving challenge and requires significant resources.
- **Disaster- and Emergency-Response Planning.** There are emerging responsibilities associated with disaster- and emergency-response assistance, coordination, and information collection, including updating 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 continues to refine processes and procedures with respect to disaster response, including hurricane and winter-storm preparedness activities.

Agency response to disasters, both natural and man-made, is under heavy scrutiny. The agency must continue public education to affirm our role in responding to disasters, reemphasizing that TCEQ is not a first responder in emergency events.

- **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.

On-site sewage facility applications have increased due to new construction related to population growth. Increases are state-wide with approximately 25% of state under TCEQ jurisdiction for authorization.

- **Increased Regulatory Oversight.** The agency will have investigation needs for an expanding regulatory universe and added complexity of these investigations without corresponding increases to the agency's FTE count. Examples include the following:
  - New federal regulations (by fiscal 2027) related to oil and gas facilities, drinking water facilities, and other media. For example, new federal requirements related to all existing petroleum storage tanks including storage tanks at production sites, and new federal requirements related to lead and copper in drinking water increase agency oversight functions.
  - 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.

- Maintain and enhance the Tier II Chemical Electronic Reporting System.
- 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. Increased legislative and public interest in developing new rules to regulate dirt, sand, and rock quarries and aggregate operations.
- Addressing an increasing number of odorousness complaints related to poultry operations and concrete batch plants requires additional staff resources. Sustained interest on landfill compliance and odor abatement.
- Meeting investigation needs for expanding the dam-safety regulatory universe without corresponding increases to staffing numbers is a continuing challenge.
- Continued economic growth in the Central Texas Area has resulted in increased and complex construction activity in the areas covered by the Edwards Aquifer Program. This has expanded the workload due to the increase in number and complexity of the plans for review.
- Increased water availability issues related to increasing drought conditions.
- **Updates to Federal Guidance in Relation to Staff Knowledge.** Changes in overall federal guidance related to the Environmental Protection Agency (EPA) and other agencies with ties to 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.**
  - Expanding federal requirements and initiatives, as well as internal initiatives, continue to place more demands on TCEQ. The U.S. Environmental Protection Agency (EPA) has made and is seeking changes to rules implementing the Safe Drinking Water Act (SDWA) as well as revising guidelines

for implementation of those programs (for example, Lead and Copper Rule Revisions, Consumer Confidence Report Rule, lead testing in schools and childcare facilities, perfluorinated compounds).

- Providing extensive guidance, technical assistance, and templates to help permittees and stakeholders understand changing, more complex rules.
- TCEQ continues to assist public water systems with complying with ever-increasing National Primary Drinking Water Regulations. TCEQ continues to provide extensive guidance, on-site technical assistance, training, and templates to support operator efforts to improve the performance of drinking water treatment plants in Texas and remain compliant with these complex rules. This assistance is anticipated to continue and even increase as customer expectations for TCEQ to assist their water systems has continued to increase. The increased public concern regarding lead and copper adds an additional workload to staff to facilitate non-rule based sampling and educational outreach. Additionally, as EPA develops new or revised rules for lead, copper, and possibly other contaminants, TCEQ will continue to be challenged with implementation.
- TCEQ uses a third-party contractor to collect all chemical compliance samples for approximately 7,000 public water systems. This practice has been integral to fulfilling TCEQ's mission to protect human health and the environment, as well as its capacity development program, for over 20 years. The collection of chemical samples allows Texas to have a 99.9% sample collection rate, sample collection error rejections of less than 1%, and expedient data flows. TCEQ has used the PWSS grant funds to collect chemical compliance samples for

many years to ensure all public water systems, including underfunded systems in rural Texas, can achieve compliance, ensure the integrity of the samples, and provide the people of Texas with safe drinking water. However, EPA has determined that TCEQ can no longer use PWSS grant funds for the collection of these chemical compliance samples, which has created a significant funding deficit for this integral endeavor.

- 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 Protection 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 three 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 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, inter-basin 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 implemented this legislation in fiscal 2020 and has observed efficiency in 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 contracted this work and it was completed in fiscal 2021. The legislature may choose to appropriate additional funds and require TCEQ to update the WAMs for additional basins in fiscal 2024/2025.

- 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. TCEQ evaluates several basins every year with all basins evaluated once every five years.
- 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.
- 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. The new federal requirements are in place but are not yet delegated to the states to implement. When that occurs, TCEQ staff resources will be impacted.
- The TCEQ's Sugar Land 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. The laboratory must seek highly qualified candidates that meet the state requirements for chemists as well as NELAC requirements and provide constant technical training to ensure that staff maintains knowledge and proficiency in the highly technical areas of microbiology, nutrients, and metals analysis for which the Sugar Land laboratory is accredited. 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.

- Implementation of the oil and gas TPDES and state-only program for permitting discharges.
- Development of new general permits for oil and gas discharges, including NOI development.
- Implementation of the thermal discharge initiative as an additional responsibility of the water quality standards and modeling technical reviews.
- New procedures to justify/develop temperature limitations in industrial permits.
- Implementation of the 316b Phase II rule (cooling water intake structures) in industrial permits.
- Updated/revise effluent guidelines based on new federal regulations for Steam Electric Power Plants regulated under 40 CFR Part 423.
- Implementation of delayed components of the NPDES eRule detailed in 40 CFR §127.16 The compliance deadline for electronic submissions associated with general permit reports, CAFO annual program reports, MS4 program reports, approved pretreatment program annual reports, SIU compliance reports for POTWs, and Clean Water Act 316(b) annual reports is Dec. 21, 2025.
- Increase TCEQ's influence on federal regulations/policies that impact TCEQ and Texas's regulated community disproportionately compared to other states.
- Incorporate New Approach Methods (NAMs) of toxicity testing into TCEQ's

methodologies to keep up with federal regulatory requirements to reduce animal toxicity testing.

- **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, the proposed New Source Performance Standards (NSPS) and Emission Guidelines for Oil and Natural Gas Sector, and a Transport Federal Implementation Plan. The new standards and regulations result in significant workload increases, specifically in rule development, processing of air permit authorizations applications, creation of new state plans implementing the federal regulations, and processing Emissions Banking and Trading Program offset requests. In addition, the Tax Relief for Pollution-Control Property Program workload will increase with expanded air, water, and waste state and federal regulations for environmental protection. It will be necessary for the TCEQ to continue its proactive planning to ensure the agency can meet the increased workload demand and provide employees with additional training regarding the impact of 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 National Ambient Air Quality Standards 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

2023–2027 timeframe. Each nonattainment area will require SIP revision development, along with potential control strategies specific to the pollutant. The state of the science on air quality problems is rapidly changing and those changes require the ability to study and consider this science in technical development for SIP support. Each initial and revised NAAQS significantly increases the agency’s workload and presents new and unique technical and policy issues. There are currently eleven SIP revisions and nine rule revisions waiting on approval by EPA.

If submitted SIP revisions are not approved by EPA, EPA would be required to promulgate a Federal Implementation Plan (FIP) any time within two years after final disapproval. EPA could impose sanctions and implement a federal implementation plan until the state submitted and EPA approved a replacement SIP revision to meet the requirements. There are currently 11 SIP revisions and nine rule revisions waiting on approval by EPA.

With additional NAAQS nonattainment areas and more stringent classifications for existing nonattainment areas workload will increase for implementation of all programs related to the SIP. Programs like general conformity require additional work and resources. In addition, an increase in submitted general conformity determinations and decreasing nonattainment area SIP emissions are expected to complicate the determination process.

- **Regional Haze SIP.** In 2021, the agency developed a Regional Haze SIP as well as Federal Class I areas in surrounding states. EPA is reviewing the 2021 Regional Haze SIP revision and a required progress report is due to EPA in 2025 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. In fiscal 2022, TCEQ

began awarding grant funds from the TERP Trust, expected to total \$534 million for the biennium. This is more than double the amount of funding previously available and will increase the number of contracts managed by TCEQ from approximately 5,000 to over 10,000. To meet the demands of an increased workload, the program requested and received additional positions, with the majority in production classifications (grant and contract specialists, financial analysts). In the past, qualified candidates for these positions have been more difficult to recruit and retain due to the entry-level salary and high cost of living in the Austin metro area. To overcome these challenges, and to expand the pool of qualified candidates, TCEQ has transitioned most of these positions to 100% remote.

- **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 2024, TCEQ will manage grant openings and awards for nine mitigation categories, resulting in over 1,000 new contracts to be monitored by TCEQ employees for the duration of the five-year activity life.
- **National Ambient Air Quality Standard Revisions.** As national ambient air quality standards (NAAQS) 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 TCEQ workloads related to deployments, maintenance, operations, data verification, etc.

All NAAQS criteria pollutants are on a five-year review cycle by EPA. It is possible that changes to the NAAQS may result in additional Texas counties being designated nonattainment within the 2023 through 2027 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 currently reviewing the NAAQS for lead, ozone, and particulate matter (PM). Review of all three NAAQS is expected to be complete by the end of 2023.

- **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 legislative and external-stakeholder interest in market-development activities for recyclable materials. This includes 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 coordinate with local governments and other TCEQ programs to address unauthorized scrap tire sites across the state and evaluate possible disposal and recycling avenues for scrap tires with available funding

## Information Technology

TCEQ must prepare for future information technology (IT) needs to maintain and enhance the agency's level of service, respond to increasing customer demands and expectations, and implement legislative changes. These needs 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 to 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 costs 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.** Legislation increasingly 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 expectations.
- **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.
  - **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).
  - **Skilled IT Staff.** As more businesses move to the state, particularly near the central office in Austin, we will face more competition to attract, hire, and retain IT talent. As workloads increase and with many staff in IT nearing retirement, this will become more of a challenge through the years.
  - **Data Management Program.** In the 87th Legislative session, SB475 was passed, which required all state agencies with more than 150 FTEs to designate a Data Management Officer (DMO). The agency was not given a new FTE for this role or for support staff; therefore, the agency has had to evaluate vacancies to reallocate and named an existing section manager as the DMO in a secondary role.
  - **Cybersecurity Strategy and Response.** The dynamic threat environment continues to increase the need for more complex cybersecurity tools and expert resources to monitor, analyze, and respond to potential threats, as well as continuously improve the agency’s information security posture.
  - **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 2021, TCEQ employed a cumulative total of 2610 employees, which includes 215 new hires and 331 separated employees. TCEQ has already surpassed total number of new hires compared to fiscal 2021, at over 230 new hires as of March 2022. 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, 2021, 762 employees—or 29.2% 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 and to increase efficiencies, 135 of these employees (5% of the total workforce) were matrix-managed staff who work in regional offices, but supervised from the Central Office.

### Workforce Demographics

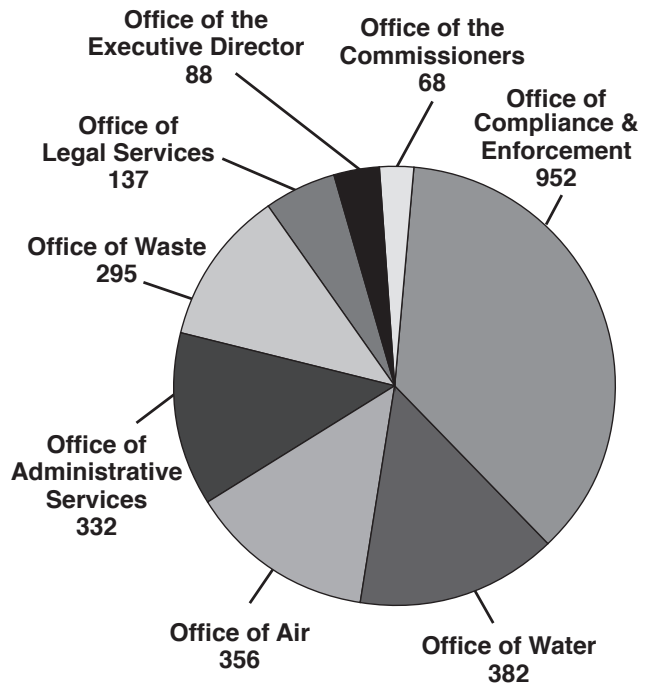
Figures F.3 and F.4 illustrate the agency’s workforce during fiscal 2021. TCEQ strives to recruit and retain a labor force representative of the available Texas workforce; almost 40% of the agency is comprised of minority populations. African Americans and Hispanics constituted 28.7% of the agency’s workforce, with other ethnic groups representing over 10%.

In fiscal 2021, the TCEQ workforce was 45.7% male and 54.3% female. TCEQ’s leadership is majority female at 53.6% in supervisor, manager, and director roles.

### The TCEQ Workforce Compared to the Available Texas Civilian Labor Force

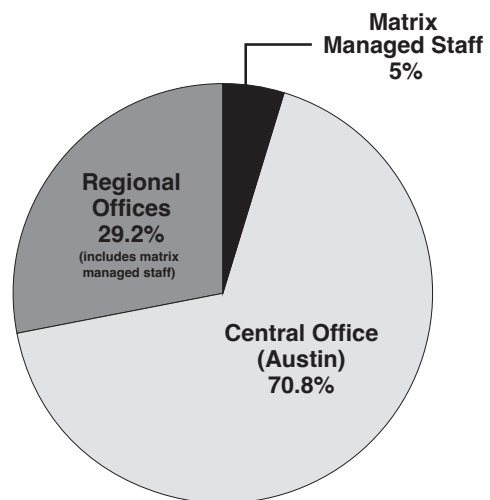
The TCEQ workforce comprises four employee job categories, as established by the Equal Employment Opportunity Commission (EEOC).

**Figure F.1. TCEQ Employees by Office, FY 2021**



*Note:* Data includes separations.  
*Data Source:* Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

**Figure F.2. TCEQ Employees by Location, FY 2021**



*Data Source:* Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

These categories are: Official/Administrator, Professional, Technical, and Administrative Support.

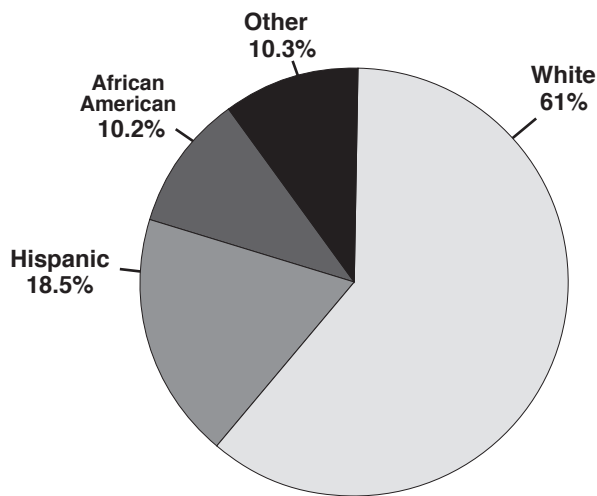
Table F.2 and figures F.5, F.6, and F.7 compare the agency workforce as of Aug. 31, 2021, to the available statewide civilian labor force as reported in the 2019–2020 Equal Employment Opportunity and Minority Hiring Practices Report, a publication of the Civil Rights Division of the Texas Workforce Commission. This table reflects the percentages of African Americans, Hispanics, and females within the available statewide labor force (SLF) and the TCEQ workforce. TCEQ’s focus on recruiting, retaining, and cultivating a diverse and inclusive workforce remains a priority.

Gender, ethnic, generational, cultural, and educational diversity is prevalent throughout the organization. Compared to TCEQ’s Fiscal 2021-2025 Workforce Plan, trends specific to minority populations remain generally consistent across TCEQ’s workforce, with increased representation in our female, African American and Hispanic populations across most job categories.

**Workforce Qualifications**

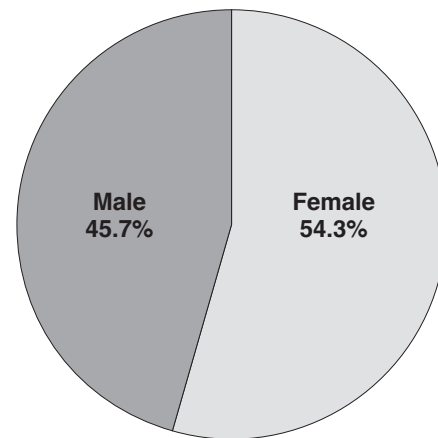
TCEQ employs a highly qualified workforce in a variety of program areas, performing complex and diverse duties. Strong employee competencies are critical to meet program objectives and goals. Of the agency’s job classifications, 25% require a degree (see Figure F.8). Another 63% require a degree; however,

**Figure F.3.  
TCEQ Employees by Ethnicity, FY 2021**



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

**Figure F.4.  
TCEQ Employees by Gender, FY 2021**



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

**Table F.2. TCEQ Workforce Compared to Available Statewide Labor Force, 8/31/21**

EEOC Job Category	African American		Hispanic		Female	
	SLF	TCEQ	SLF	TCEQ	SLF	TCEQ
Official/Administrator	8.5%	8.7%	24.7%	14%	41.7%	50.3%
Professional	10.9%	6.8%	21.8%	17.5%	54.1%	49.4%
Technical	15.1%	13.3%	29.8%	25.8%	56.9%	31.7%
Administrative Support	14.6%	24.2%	36.5%	24%	74.7%	82.9%

Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report Fiscal Years 2019-2020, as of 8/31/21.

related experience may substitute for this requirement. The remaining positions do not require a degree—they constitute 12% of the agency’s workforce.

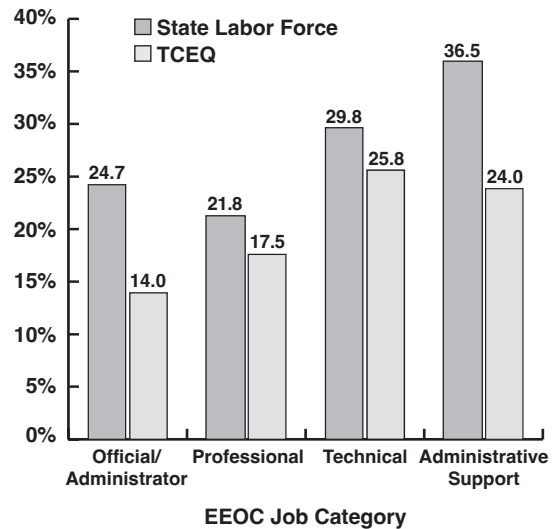
**Workforce Profile by Job Classification**

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 2021.

**Employee Turnover**

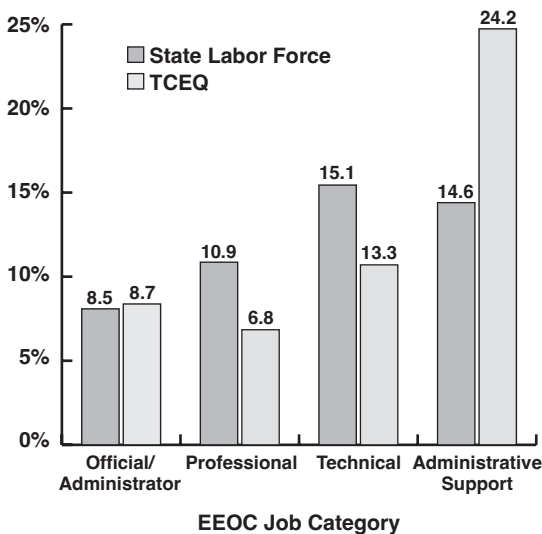
TCEQ turnover consistently remains below statewide turnover. In fiscal 2021, the statewide turnover rate was 21.5%, in comparison to TCEQ’s turnover rate of 12.2% (see Figure F.10). This can be attributed to the agency’s recruitment and retention efforts.

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



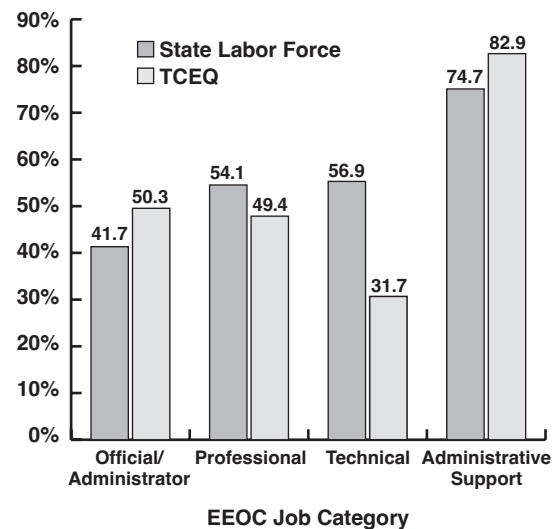
Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report Fiscal Years 2019-2020, as of 8/31/21.

**Figure F.5.**  
**TCEQ African American Workforce Compared to Available Statewide African American Labor Force, FY 2021**



Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report Fiscal Years 2019-2020, as of 8/31/21.

**Figure F.7.**  
**TCEQ Female Workforce Compared to Available Statewide Female Labor Force, FY 2021**



Data Source: Centralized Accounting and Payroll/Personnel System and TWC EEO and Minority Hiring Practices Report Fiscal Years 2019-2020, as of 8/31/21.

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

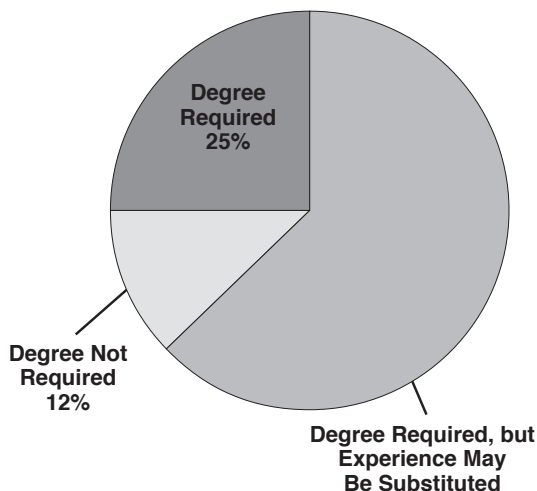
## Future Workforce Profile (Demand Analysis)

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.

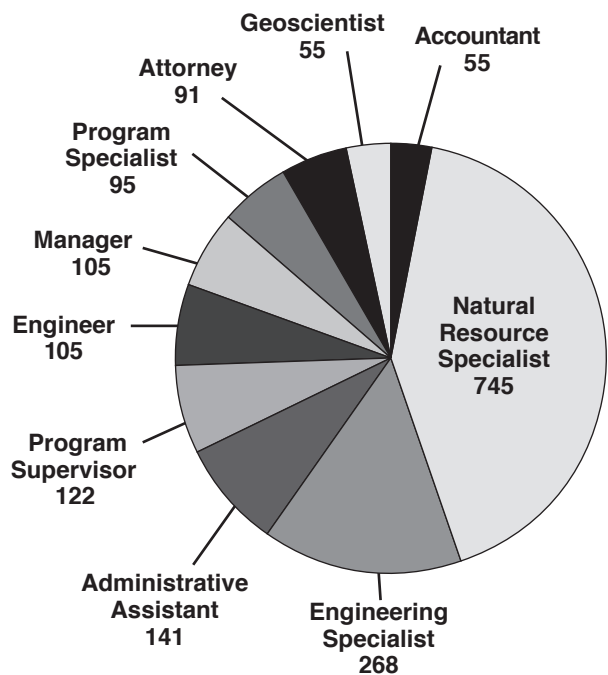
The agency strives to compete in the marketplace for certain disciplines, such as science and engineering. The predominant occupations used at TCEQ—such as environmental engineer, engineering specialist, natural resources specialist, toxicologist, hydrologist, aquatic scientist, chemist, and geoscientist—require STEM (science, technology, engineering, and math) degrees.

**Figure F.8.**  
**Education Requirements of TCEQ Employees, FY 2021**



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

**Figure F.9.**  
**TCEQ Employees by Job Classification Series, FY 2021**

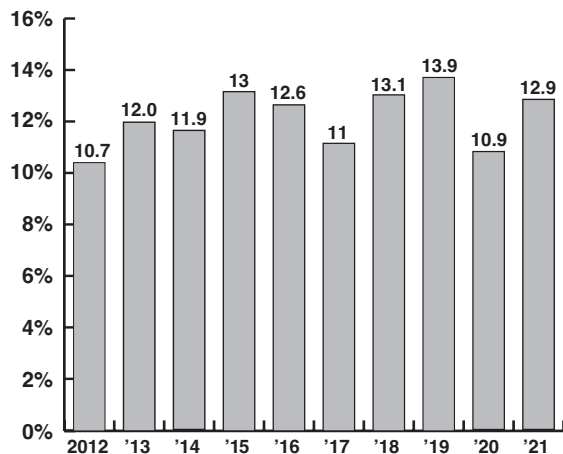


Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

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. Bureau of Labor Statistics, employment in STEM occupations is expected to grow by 10.5 percent by 2030 compared to 7.5% growth for non-STEM occupations. STEM occupations generally pay higher wages than their non-STEM counterparts; the median annual wage for STEM occupations in 2020 was \$89,780 compared to \$40,020 for non-STEM occupations. This makes it difficult to recruit and retain staff in the STEM job fields.

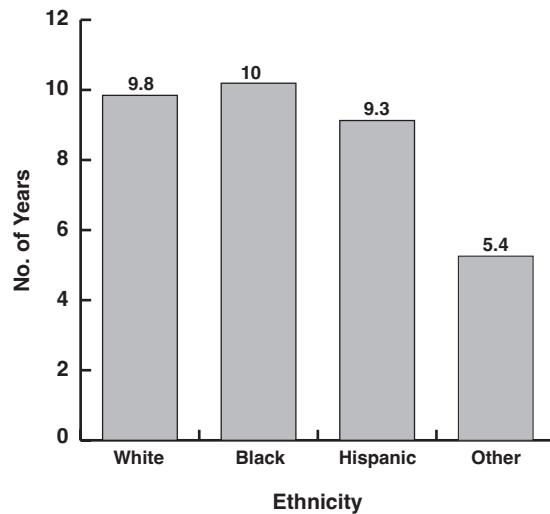
The ability to recruit and retain staff in computer and information technology occupations will also be essential as the agency continues its efforts to provide access to digital content and the enhancement of websites and access to electronic information and interfaces. The Bureau of Labor Statistics states that computer and information technology occupations are projected to grow by 13% by 2030. Demand for these workers results from greater emphasis on data analytics, information security, and software/application development, which are key initiatives of TCEQ.

**Figure F.10.**  
**TCEQ Employee Turnover Rate, FYs 2012–2021**



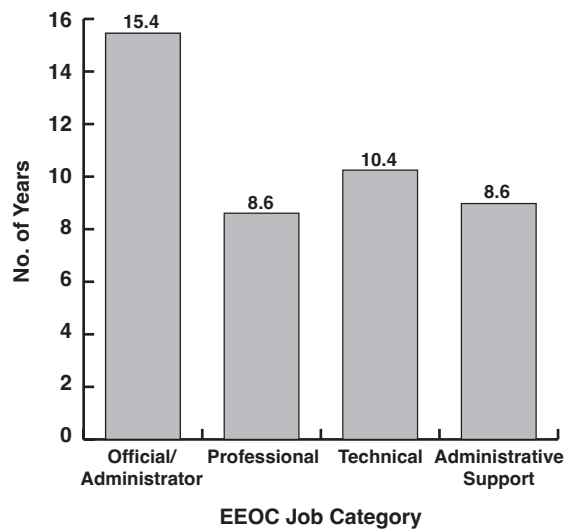
Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

**Figure F.11.**  
**TCEQ Employee Average Tenure by Race, FY 2021**



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

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



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.



**Table F.3. Critical Workforce Competencies within TCEQ Offices**

<p><b>Administrative Support</b></p>	<p><b>Problem Solving</b></p>
<p>Basic computer skills Standard software skills Mail processing Operate general office equipment Record keeping Inventory management</p>	<p>Analysis Critical thinking Decision making Innovation</p>
<p><b>Communication</b></p>	<p><b>Project Management</b></p>
<p>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</p>	<p>Coordination Managing multiple priorities Organizing Planning Quality analysis and process improvement</p>
<p><b>Financial Management</b></p>	<p><b>Technical Knowledge</b> <i>(may be unique to a certain program area)</i></p>
<p>Contract management Financial administration General procurement Grant management</p>	<p>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</p>
<p><b>Information Development &amp; Management</b></p>	
<p>Accessibility Computer-assisted tools Database management Electronic reporting Graphic design Software proficiency Web development and maintenance</p>	
<p><b>Management/Leadership</b></p>	
<p>Building effective teams Delegation Facilitation Interpersonal skills Managerial courage Mentoring Performance management Strategic planning</p>	

## 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.

## 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.

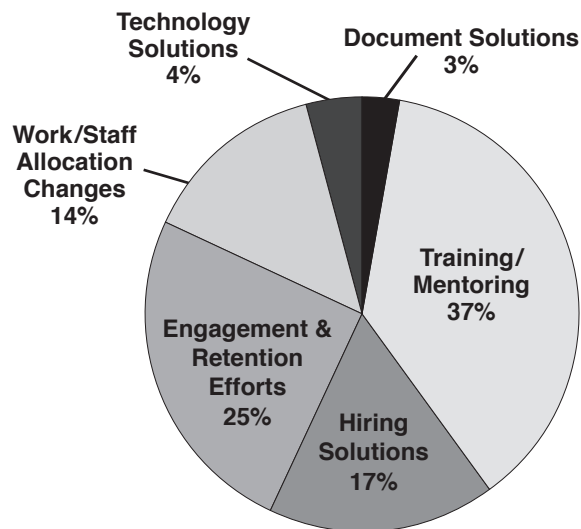
Training and Mentoring will be the primary focus, followed by Engagement and Retention, and Hiring Solutions, to ensure that TCEQ aligns appropriate personnel with the necessary skill sets to fulfill the agency’s core functions.

The use of strategies as indicated below reflects the fact that there is a critical need to develop 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 candidates in STEM occupations. Recruit and retain staff in these specialized fields by competing with career benefits in the private sector.
- Ensure that agency salaries are competitive with other government agencies that have similar positions (i.e., city, county, state, and federal agencies).
- Obtain the equipment, technology, and training necessary to maintain a competent workforce within budgetary constraints.
- Participate in recruiting and training efforts as turnover of staff due to retirement and economic environment creates loss of knowledge and skills in critical program areas.
- Implement a 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.
- 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.
- Document processes and procedures for core functions and produce guidance documents to record the protocol used for specialized decision-making and process mapping.
- Develop tools (checklists, flow diagrams,

**Figure F.13.**  
**TCEQ Strategies to Address Skill Gaps**



Data Source: Centralized Accounting and Payroll/Personnel System, as of 8/31/21.

**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
<b>Administrative Support</b>	Basic computer skills								
	Standard software skills								
	Mail processing								
	Operate general office equipment								
	Record keeping								High
	Inventory management			High					
<b>Communication</b>	Customer service								
	Active listening								High
	Cultural awareness								High
	Marketing and outreach						Med		
	Public relations						Med		High
	Teamwork			Med					
	Translating technical information into layperson’s terms	High		Med			Med	Med	High
	Oral – public speaking and presentation	Med		Med				High	High
	Written – composition and editing	High					Med		High
	Other: Foreign language translation					Med			
	Other: Court reporting					Low			
<b>Financial Management</b>	Contract management			High			High	Med	High
	Financial administration	High		High	Med		High	Med	High
	General procurement	High		High	High		Med		Med
	Grant management				Med		High	Med	High
<b>Information Development &amp; Management</b>	Accessibility	High		High	High		Med	Med	High
	Computer-assisted tools	Med		High	High		Med	Med	High
	Database management	High		Med	High		High	Med	High
	Electronic reporting			High	High		Med		Med
	Graphic design			Med					
	Software proficiency			High	High		Med	Med	High
	Web development and maintenance	High		Med				Med	High

continued on next page

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

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

guidance documents, 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 and expanding programs that will require additional staff.
- Retain employees by promoting wellness resources and remote work opportunities.

## Training and Mentoring

It is evident that mentoring, job shadowing, 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 critical skills, competencies, and technical requirements for all employees. Staff are afforded the opportunity and encouraged to attend training that promotes professional development. A hybrid approach to training will continue, syncing with the expectations of today's workforce while benefitting from the effectiveness and efficiencies of virtual platforms.

The TCEQ Leadership and Management Excellence Program 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.

TCEQ launched two new programs with a focus on mentoring and professional development: the TCEQ Engineering Group and the Diversity Mentoring Program. The TCEQ Engineering Group was formed to strengthen staff expertise and to retain and promote engineers and engineers-in-training (EITs) in support of the agency's mission-critical functions. The Diversity Mentoring Program assists employees of diverse backgrounds, experiences, and cultures seeking professional guidance as they navigate their careers.

Because agency resources are limited, there is need to enhance technical and leadership training, while maximizing training dollars. As an attempt to accommodate budget constraints, the agency uses internally developed classes and online training, whenever possible. In addition, the agency has increased the use of virtual training opportunities, which has reduced travel costs across the agency.

## Hiring Solutions

While the agency has limitations on FTE levels, offices may address these constraints by realignment and streamlining business processes, while maintaining a consistent level of regulatory oversight and customer service. With the expansion of remote and hybrid methods of working, TCEQ is able to seek candidates from across the state. Offices also pursue hiring above the entry level for jobs due to the competitive job market. In addition, the continuation of the Mickey Leland Environmental Internship Program 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.

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, TCEQ launched the Engineer Hiring Program, designed to provide a continuous applicant pool of licensed engineers and provide engineers new to TCEQ with a recruitment bonus.

## Engagement and 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 awards, flextime, and remote work opportunities to support a more flexible and hybrid workforce. In addition, TCEQ administers employee programs to promote the health, well-being, and education of employees, and to promote a sense of community throughout TCEQ. The agency's partnership with the Employees Retirement System of Texas, as well as TCEQ's Employee Assistance Program provides on-demand access to a variety of mental and physical health and wellness resources available at no cost to employees.

## Work and Staff Allocation Changes

TCEQ leadership teams 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

Documenting processes and procedures ensures 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) that can be used by both staff and the regulated community will also streamline and communicate processes and answer frequently asked questions.

Trends indicate an increased demand for automated services and technology solutions to provide easy access to electronic information and the pursuit of web-enabled functionality. Increasing the use of virtual web tools and hardware is necessary in meeting the technological demands of a rapidly evolving hybrid workplace.

## 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, 2022. It reflects the information we gathered from our customers during the period March 1, 2020, through Feb. 28, 2022. 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, 2020 – February 28, 2022

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#### 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.

Starting 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, TCEQ's customer survey was revised in March 2020 to replace previous questions four through 11 with the eight newly required questions. During this period of time, as we implemented the new survey questions online and phased out the previous version of the paper surveys maintained by each TCEQ regional office, we continued to receive surveys containing the previous questions. For a copy of our revised survey, containing text in English and Spanish, see [Appendix B: Customer Satisfaction Survey](#).

#### Distribution

The most cost-effective method for reaching all of our customers is to distribute a link to the online survey. That link is [tceq.texas.gov/customersurvey](https://tceq.texas.gov/customersurvey) for the English version and

[tceq.texas.gov/encuesta](http://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
- publications

In addition to the online survey, there are also hardcopies of the survey available in the foyer of all regional offices and at 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 first 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 2,035 surveys—144 hardcopy and 1,891 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
<b>Total Hardcopy</b>	623	144	-77%
<b>Total Online</b>	1,957	1,891	-3%
<b>Total</b>	2,580	2,035	-21%

### Costs

Some of the variables needed to determine the total cost for our survey are not available. For example, some surveys might require time from four or more staff members in order 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 144 hardcopy surveys during this period; the current rate for mailing a one-ounce business-reply letter is \$0.69, so we estimate our postage cost at \$99.36. 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, 352 surveys (17% 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 visited 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, 2020 through February 28, 2022. 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

<b>Survey reporting period</b>	March 1, 2020 – February 28, 2022
<b>Total number of surveys</b>	2,035
<b>Percentage of surveys rating overall satisfaction with TCEQ</b>	74%
<b>Percentage of surveys identifying ways to improve our services</b>	2%
<b>Total estimated customers served</b>	30,171,328
<b>Total customers identified</b>	1,599
<b>Total customers surveyed</b>	Unknown
<b>Total customer groups inventoried</b>	8
<b>Average response time</b>	2 days

- **Total number of surveys:** We received 2,035 surveys from March 1, 2020 through February 28, 2022; 1,400 were received using the new standard survey questions and 635 were received using the previous survey.
- **Percentage of surveys rating overall satisfaction with TCEQ:** A total of 1,968 surveys provided a score for question 11 (question four on the previous survey), *Please rate your overall satisfaction with the agency*. There were 1,447 surveys with a score of four or five (i.e., overall satisfied). This means that 74% of these surveys expressed overall satisfaction with TCEQ, a 0% change as compared to the last reporting period.
- **Percentage of surveys identifying ways to improve our services:** Out of the 2,035 surveys, 35 suggested an improvement, which is 2% 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 30,171,328 (based on the Texas Demographic Center population projections for 2020 through 2022).
- **Total customers identified:** From the 1,660 surveys submitted with contact information, we identified approximately 1,598 customers that took our survey; 54 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 352 surveys (17% 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 172 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 percentage 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*. The customer category with some of the highest percentages was *Environmental Group Representative*.

The survey questions with the lowest percentages were question four, *agency facilities and ability to access the agency*<sup>1</sup>, and question eight, *the agency’s complaint handling process*. Survey question five, *staff courtesy, friendliness, and knowledgeability*, 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
How satisfied are you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?	62%	48%	83%	78%	57%	66%	75%	65%	63%

<sup>1</sup> Due to the COVID-19 pandemic, the agency was closed to visitors at various times throughout this reporting period.

	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
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?	86%	63%	93%	89%	74%	81%	89%	79%	79%
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?	80%	59%	88%	84%	63%	79%	85%	82%	75%
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?	77%	53%	81%	79%	56%	74%	74%	72%	67%
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?	59%	51%	84%	69%	27%	60%	75%	66%	63%

	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
How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?	79%	58%	89%	87%	53%	76%	86%	82%	74%
How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?	69%	51%	83%	73%	53%	67%	77%	79%	66%
Please rate your overall satisfaction with the agency.	84%	57%	88%	84%	63%	78%	84%	80%	74%

### ***Descriptive Statistics***

You can find the following information in [Appendix A: Survey Descriptive Statistics for March 1, 2020 – February 28, 2022](#).

- **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 510 surveys in the customer category *Citizen*, but only 467 have a score for survey question eight, "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?"
- **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, 1,594 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.

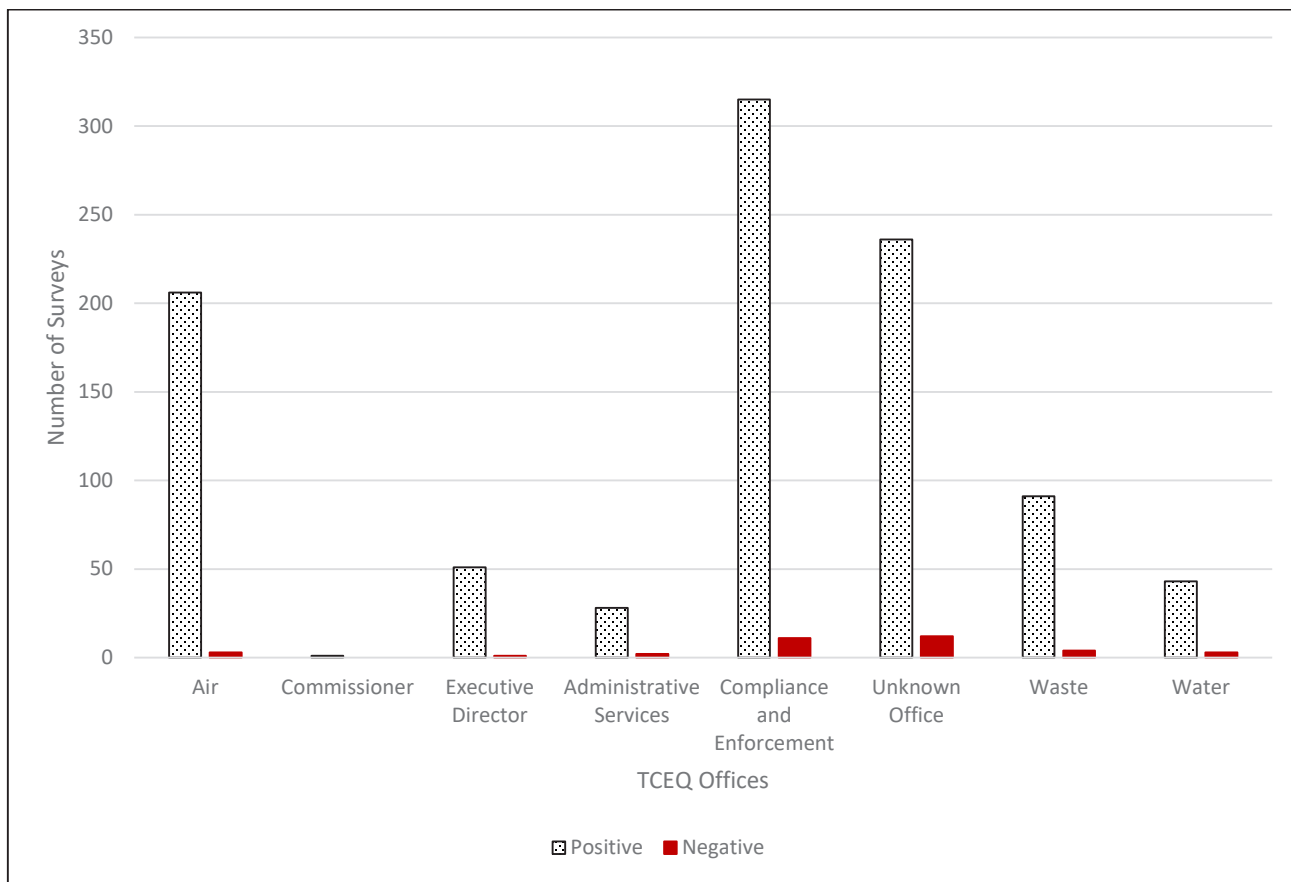
Of the 1,007 comments received about staff, 96% of our customers said it was a positive experience, and those customers scored *staff courtesy, friendliness, and knowledgeability* as the

highest on their surveys. Figure 1 shows the total number of positive and negative experiences with staff, grouped together at the office level.

In the 76 comments received about online services, such as our website, 88% 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: Customer Experiences with Staff





## Opportunities for the Future

For this reporting period, 74% of surveys reported overall satisfaction with TCEQ. With this value (which is equal to 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 3% less online surveys and 77% less hardcopy surveys; this may indicate online surveys are more visible 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 seven (*internet site, including ease of use*) had a 1% increase in satisfaction compared to the previous period. It should be noted that we found an increase in satisfaction after switching to the new standard required questions, and 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 two days after we received the survey; for this reporting period, the number of customers needing assistance decreased by 25%, and the average response time remained two days after we received the survey. This response time is equivalent to the previous survey and 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 36% less comments regarding our phone etiquette (a total of 38 comments); 13% of these were positive comments, which is a 42% decrease from the previous reporting period. In addition, overall satisfaction for survey question six (*how we handle telephone calls and e-mail*) decreased 7% 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, 2020 – February 28, 2022<sup>2</sup>

	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
<b>Number of Surveys Received</b>	<b>127</b>	<b>740</b>	<b>47</b>	<b>142</b>	<b>20</b>	<b>225</b>	<b>693</b>	<b>41</b>	<b>2,035</b>

### Survey Questions

How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?	<b>3.9</b>	<b>3.3</b>	<b>4.4</b>	<b>4.2</b>	<b>3.3</b>	<b>4.0</b>	<b>4.2</b>	<b>3.9</b>	<b>3.8</b>
	5, 5, 1.3	3, 5, 1.6	5, 5, 1.2	5, 5, 1.3	4, 5, 1.7	5, 5, 1.3	5, 5, 1.3	5, 5, 1.5	5, 5, 1.5
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?	<b>4.5</b>	<b>3.7</b>	<b>4.7</b>	<b>4.6</b>	<b>4.1</b>	<b>4.4</b>	<b>4.6</b>	<b>4.3</b>	<b>4.3</b>
	5, 5, 1.1	5, 5, 1.6	5, 5, 0.9	5, 5, 1	5, 5, 1.4	5, 5, 1.2	5, 5, 1	5, 5, 1.2	5, 5, 1.3
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?	<b>4.3</b>	<b>3.6</b>	<b>4.5</b>	<b>4.4</b>	<b>3.8</b>	<b>4.2</b>	<b>4.4</b>	<b>4.4</b>	<b>4.1</b>
	5, 5, 1.3	5, 5, 1.7	5, 5, 1.2	5, 5, 1.2	5, 5, 1.6	5, 5, 1.3	5, 5, 1.2	5, 5, 1.2	5, 5, 1.5

<sup>2</sup> A total of 635 surveys that contained the previous survey questions were received during this period; this data was correlated with the new standard survey questions to calculate the Survey Descriptive Statistics in Appendix A.

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?	<b>4.1</b>	<b>3.3</b>	<b>4.3</b>	<b>4.1</b>	<b>3.3</b>	<b>4.0</b>	<b>4.0</b>	<b>3.8</b>	<b>3.8</b>
	4, 5, 1.1	4, 5, 1.7	5, 5, 1.2	5, 5, 1.3	4, 4, 1.4	5, 5, 1.3	5, 5, 1.3	4, 5, 1.4	4, 5, 1.5
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?	<b>4.0</b>	<b>3.4</b>	<b>4.5</b>	<b>4.2</b>	<b>2.9</b>	<b>4.2</b>	<b>3.9</b>	<b>3.9</b>	<b>3.9</b>
	5, 5, 1.2	4, 5, 1.6	5, 5, 1.1	5, 5, 1.1	3, 5, 1.6	5, 5, 1.2	5, 5, 1.6	5, 5, 1.6	4, 5, 1.4
How satisfied are you with the agency's ability to timely serve you, including the amount of time you wait for service in person?	<b>4.3</b>	<b>3.6</b>	<b>4.6</b>	<b>4.5</b>	<b>3.6</b>	<b>4.5</b>	<b>4.2</b>	<b>4.2</b>	<b>4.1</b>
	5, 5, 1.3	5, 5, 1.6	5, 5, 1	5, 5, 1.1	5, 5, 1.6	5, 5, 1.1	5, 5, 1.3	5, 5, 1.5	5, 5, 1.4
How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?	<b>4.1</b>	<b>3.5</b>	<b>4.5</b>	<b>4.2</b>	<b>3.4</b>	<b>4.3</b>	<b>4.1</b>	<b>4.3</b>	<b>3.9</b>
	5, 5, 1.1	4, 5, 1.5	5, 5, 0.9	5, 5, 1.1	4, 5, 1.5	5, 5, 1.1	5, 5, 1.2	5, 5, 1.1	5, 5, 1.3
Please rate your overall satisfaction with the agency.	<b>4.3</b>	<b>3.4</b>	<b>4.6</b>	<b>4.3</b>	<b>3.4</b>	<b>4.4</b>	<b>4.2</b>	<b>4.2</b>	<b>4.0</b>
	5, 5, 1.2	4, 5, 1.7	5, 5, 1	5, 5, 1.2	4, 5, 1.8	5, 5, 1.3	5, 5, 1.3	5, 5, 1.4	5, 5, 1.5

<b>Mean (average score)</b>
Median (middle score), Mode (most common score), Standard Deviation (variability)

**KEY**

# Appendix B: 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
--------------------------------------	-----------------------------	------------------------	---------------------------------	--	-----------------------------------

- |   |   |   |   |   |   |     |
|---|---|---|---|---|---|-----|
| 4. How satisfied are you with the agency's facilities, including your ability to access the agency, the office location, signs, and cleanliness?<br>¿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?<br>¿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?<br>¿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?<br>¿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?<br>¿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?<br>¿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?<br>¿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.<br>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.

SCHEDULE H

# FY 21 Cybersecurity Training Certification

## Texas Commission on Environmental Quality

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In accordance with Section 2054.5191, Government Code, the executive head of each state agency, shall:

- Verify completion of a cybersecurity training program by employees of the state agency in a manner specified by the department, and
- periodically require an internal review of the agency to ensure compliance with this section.

In accordance with Section 2054.5192, Government Code, a state agency shall require any contractor who has access to a state computer system or database to complete a cybersecurity training program certified under Section 2054.519 as selected by the agency. The person who oversees contract management for the agency, shall:

- report the contractor's completion, and
  - periodically review agency contracts to ensure compliance with this section.
- 

By signing below, indicate that you agree with the following statements:

- I certify that the state agency is in compliance with the employee security awareness training requirements of Section 2054.519, Government Code; and
- I certify that the state agency is in compliance with internal review requirements of Section 2054.5191, Government Code; and, if applicable,
- I certify that the state agency is in compliance with the contractor security awareness training requirements of Section 2054.512, Government Code.

I certify that the information I have submitted is true and complete. I understand that knowingly submitting information that is not true and complete may result in civil or criminal penalties. I acknowledge that signing this document satisfies the reporting requirements specified under Sec. 2054.5191 and Sec. 2054.5192, Texas Government Code (if applicable).

Toby Baker  
Executive Director  
Signed 6/15/2021

Kelly Keel Linden  
Office of Administrative  
Services Director  
Signed 6/15/2021

Greg Rogers  
Deputy Director  
Information Resources  
Signed 6/08/2021

Chris Gobert  
Procurements and  
Contracts Section Manager  
Signed 6/08/2021