



Report of the Rhode Island Department of Environmental Management Performance Partnership Agreement Tracking Tool



Project funded by The Environmental Council of the States

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I. Executive Summary

In July 2005 the Rhode Island Department of Environmental Management (RIDEM) received a grant from the Environmental Council of States (ECOS) to develop a better way to report state PPA activities to EPA. The initial need for the project was to report DEM's status in meeting the agreed upon elements of the EPA PPA. The DEM has used work plans as a tool to formalize the work responsibilities of each of the offices and divisions in completing its PPA responsibilities. Before the project moved forward it was necessary to determine the reporting requirements of all management levels of the agency. This was done and a project workplan was developed that had agreement with the management structure of the agency. The tool developed uses web-screens and allows designated personnel to input PPA status updates into the system and also allows all employees to view reports that are automatically generated by the system. Based on the implementation of the tool in Rhode Island and discussions in national forums, there is interest in other states adopting or at least adapting this tool in their state.

II. Description of the Project

In July 2005 the Rhode Island Department of Environmental Management (RIDEM) received a grant from the Environmental Council of States (ECOS) to develop a better way to report state PPA activities to EPA. RIDEM is charged with developing and implementing a wide range of programs to: protect Rhode Island's environment from degradation; protect the citizens of the State from public health threats resulting from pollution; and provide facilities that support a diversity of outdoor recreational activities. RIDEM has developed and built a simple web application that has:

- Provided a simple way for offices / divisions to update the status of PPA work plan objectives and their associated projects/activities
- Provided a centralized repository for work plan status information
- Provided reports that show progress toward DEM's Goals and Objectives. Reports have been designed to allow managers at all levels to use this tool as a means of managing their resources. It is anticipated that reports will be designed at the micro-level that will allow project managers to track their progress on their projects. Other reports will be designed, for example that will allow a macro-level of reporting that may be needed at the RIDEM Director or Region 1 level that will allow Senior Management of both agencies to track RIDEM progress on meeting the objectives of the PPA. Insert A) from ECOS

III. Need for Project

The initial need for the project was to report DEM's status in meeting the agreed upon elements of the EPA PPA. The PPA is, in essence, a contract between the two agencies. There is a logical need to report on the department's successes in achieving results. The question to be answered is how best to report in a manner that is streamlined, meets the need of reporting, and minimizes ad hoc requests from individuals both from within DEM and from EPA. Reporting needs to be part of the normal business practice of DEM personnel rather than another thing to do to generate a report. There were three main goals for this project i.e.

- Better reporting
- Increased accountability, and
- Increased management flexibility the system has been developed to meet these objectives

Better Reporting

One of the elements of better reporting is to generate a continuous flow of information rather than it being collected on a quarterly, semi-annual or annual basis. If information is continuously generated, it will be more accurate and will be more efficient than trying to remember what was accomplished three months ago. In addition, if information is collected stored and able to be retrieved in an easy manner, ad hoc requests will be minimized. Managers can review the reports and their information needs may be answered. This should lead to fewer information requests from the programs.

The second element of better reporting is to determine the status of deliverables. Are they on track, behind schedule or are they completed. There should be transparency when determining the status of deliverables.

The PPA reporting system will be located on the agency intranet. Reports will be able to be viewed by all members of DEM. This will allow them to see how their projects tie into meeting agency goals and objectives. Data entry will be limited to persons designated to update the system.

Increased Accountability

In the past, there was a disconnect with the development of the strategic plan and the PPA. There were instances where it was unclear which program was the lead for multi-media projects or who was the lead person to report on activities. The system developed clearly indicates the lead office and designated person responsible for the updates.

Increased Management Flexibility

Successful implementation of the project will allow managers to determine early when projects are falling behind schedule and also when projects are being completed. This will allow them to either make corrections by moving resources to fix a problem or to determine what is causing a problem and working to fix the cause of the problem. Depending on the source of the problem, managers can revise timelines. A change process will accomplish this.

This change process will alert Senior Management on the reason for the revision and will provide a short description on how the project will either move forward or get back on track. The importance of this element is the early determination that a problem exists. It also allows for discussions to occur that will get the project back on track.

IV. Background

The DEM has used work plans as a tool to formalize the work responsibilities of each of the offices and divisions in completing its PPA responsibilities. In 2002, DEM developed the first of two strategic plans.

The PPA and the strategic plans were basically paper documents and were not tied into a database. There were many issues surrounding how revisions were made and even more importantly which version was being used. Another problem centered on how the strategic plan related to the PPA.

There was a disconnect between the two documents. For the most part, EPA and DEM program personnel developed the PPA. This document used language that was filled with technical jargon. It was understood and clearly announced the work of the professional staff doing the work. It was however, not understood by a number of non-technical stakeholders like the public, some of the business and environmental communities or the legislature. In order to write the strategic plan in plain English, material was often simplified, regrouped and changed to a point where DEM program personnel no longer had ownership with elements of the strategic plan. This disconnect made reporting on the status of strategic issues a challenge.

In order to streamline the PPA process, DEM hired a consultant in November 2004. The consultant did a lot of work on hierarchy, relationships and how the elements of a work plan were inter-related. As a result of this work the consultant developed templates using Excel spreadsheets. DEM initially evaluated using the Microsoft "Project" software and hired a consultant who was expert in this application. Due to administrative issues, DEM was not able to move forward with this software. However, the consultant did recommend a solution that used excel spreadsheets that could ultimately be loaded in to the Microsoft Project software if we decided to go into this direction.

Attachment A shows how the Excel spreadsheets collected information. In DEM there are six major goals i.e. the Clean Air, Clean and Plentiful Water, Preserve and Restore the Land, Healthy Communities and Ecosystems, Compliance Assistance, and Open and Effective Government. In this example we list the Clean Air as the goal. The next line will list the objective under this goal. The goal and objective for air will be repeat until all objectives are denoted.

Under each objective are the specific strategies, projects / activities and deliverables needed to accomplish the objective. There are other fields associated with each strategy and include deliverable target date, funding source, personnel responsible, if the strategy is mandated, priority of the strategy, the risk of not completing the strategy, the lead division, and the need for MIS support to achieve the strategy. The draft PPA, goals, objectives, and strategies were then transferred to the excel spreadsheets and the offices and divisions were requested to fill in the other fields mentioned above.

In April 2005 DEM applied for an ECOS grant to further develop the PPA reporting system and signed a contract with ECOS in July 2005.

V. Project Development Process

Before the project moved forward it was necessary to determine the reporting requirements of all management levels of the agency. In order for the Project to be successful, it was necessary to both explain the project and then determine the needs of the many people who would be involved in the process. Interviews were conducted with the DEM Director; the two Assistant Directors of the Bureau of Environmental Protection; the Office heads of Air Resources, Waste Management, Compliance and Inspection, Technical and Compliance Assistance, Surface Water Protection and Groundwater and Wetlands Protection, along with personnel in the Division of Agriculture. EPA region I was contacted and the project was discussed with both the PPA coordination team and the media program personnel. The Information Management Unit group was one of the first groups contacted and helped to prepare the ECOS grant application and defined the architecture of the PPA reporting tool.

When the interviews were completed, a project workplan was developed. This document was then distributed to determine if the project was defined properly. Comments were received and the project was revised accordingly.

During the project workplan development process, it became apparent that the tool was changing from a reporting tool to a program management tool. The Assistant Directors indicated they were going to use the information compiled from the tool to manage the PPA activities throughout the agency. This expectation of using the tool in this manner clarified the importance of the tool in the program offices.

VI. The Reporting Tool

The tool uses web-screens and allows designated personnel to input status updates into the system. It also allows all employees to view reports that are automatically generated by the system. The system is simple and has been designed to minimize redundant data input into the system.

a. Data Input

People who are designated to provide status updates of the PPA will access the tool by going to the DEM Intranet. Attachment B is the set of instructions that was sent to people who will be using the system. This material was developed as a training tool and basically walks people through the data input and retrieval process. Section III of Attachment B shows a pull-down that allows a person to select their name and view the projects they need to update. In essence, the individual can generate his or her own personal workplan. Attachment C is an example of this report.

Section V and VI of Attachment B instruct people on how to input data into the system. The tool will automatically capture the status update, the person performing the update and the date of the update for the reports. The updater will then post the update in the "Current Update" box. Updates are limited to 200 characters.

b. Data Retrieval – The Reports

All reports are accessed at the top of the page. (See Section II of Attachment B). Placing the cursor over the specific workplan report will give you access to the reports. The reports developed by the system consist of program and administrative reports. The program reports will be used to track the progress of the programs in meeting their deliverables. Attachment D is an example of a program report. The compilation of all the DEM program reports is the EPA report.

Each one of the DEM offices and Division, (i.e., Agriculture / Pesticides, Air Resources, Emergency Response, Office of Compliance and Inspection, Technical and Customer Service, Strategic Planning and Policy, Waste Management and Water Resources) can access their report by placing the cursor on the program listed on Section II of Attachment B. This program report is generated for all Offices/Divisions and EPA and will track status updates of the PPA

Clicking on a program will access three reports, i.e.,

- Office Workplan Report
- Current Status of Each Deliverable, and
- Deliverables Due Next Quarter

If the High Level Reports area is touched, six reports can be accessed, i.e.,

- EPA Report – All Offices
- Current Status of Each Deliverable
- Overall Status of all Projects
- Deliverables Due Next Quarter
- Missing /Late Updates to Deliverables, and
- Performance Indicators

- Current Status of all Deliverables (Attachment E)

This report will provide a summary of all deliverables broken into the three categories i.e., on track, behind schedule and completed

- Overall Status of all Projects (Appendix F)

This report will provide a status of deliverables indicating the percent (%) of deliverables in the on track, behind schedule and completed categories.

- Deliverables Due Next Quarter (Attachment G)

The updates due next quarter is a report that generates deliverables that will come due in the next quarter. This report is available for all deliverable due in DEM and also at the Office/Division level

- Missing /Late Updates to Deliverables (Attachment H)

The purpose of the missing data report is to track deliverables that have not been updated. This report will track deliverables that are not updated but whose update was past due.

- Performance Indicators (Appendix I)

This report will be generated monthly and will provide an aggregate total of activities like permits issued, permits submitted, and formal and informal enforcement actions etc.

c. Other System Features

There have been a number of other features built into the system to assist in successful implementation

- Automatic E-mail reminder

Everyone responsible for updating the system will receive e-mail reminders indicating the system needs to be updated. The system will send reminders starting one month prior to the deliverable due date. If the system has not been updated, the reminders will continue on a weekly basis for two more cycles.

- Change Process

A form will be created that will allow designated personnel to add, delete or change a deliverable. The form will need to be approved by a Bureau Director. The form will require the initiator to concisely explain why the change/addition or deletion should be approved.

d. Data Requirements / Relationships

This application will capture data relating to DEM's Goals, Objectives, Strategies and Projects/Activities. The data structure proposed is hierarchical in nature where a Goal is at the highest level and is followed by Objectives, Strategies and Project/Activities. Strategies are also related to DEM regulatory Offices (and so are Project/Activities since these are below Strategies in the hierarchical structure.) Therefore DEM will be able to report on Goals and Objectives at the agency level while Strategies and Projects/Activities can be reported on at an office level.

The reporting need between OCI and Air, Waste, Water and Agriculture will be handled programmatically using specifically named Projects rather than through data structure manipulations. This allows a much simpler data structure.

e. Initial Data Load

At the beginning of each data year, the workplan data (goals, objectives, strategies and project/activities) and staff data will be loaded during a batch process. Then, each office will simply need to update the status of the workplan over the course of the year.

f. Security

All users will be assigned a unique user name and password. The user will use this username and password in order to gain entry to the system via a logon form.

Furthermore, only the project/activity supervisor or their delegate will be able to update the status of the deliverables via the webform. The proposed database structure allows for one supervisor and one delegate.

VII. System Architecture

DEM's Web-based Workplan Application was built using Microsoft ASP.NET, C# and Microsoft SQL Server 2000. ASP.NET is a web development framework. C# is one of the programming languages supported by Microsoft's .NET framework. SQL Server 2000 is Microsoft's enterprise level relational database management system.

DEM's application consists of three primary tiers: a presentation tier, a data access tier and a data storage tier. The first tier, the presentation or User Interface (UI) tier, was built using Microsoft's Visual Studio.NET 2003 and consists of ASP.NET web-forms and C# code. This tier represents the web pages used by the users to input data and view reports. The second tier, the data access tier, utilizes a custom business object that communicates with the database and provides a layer of abstraction that simplifies and centralizes data access code. The final tier, the database, contains the database tables and stored procedures for the workplan application. The structure of the database is such that users can track the progress of their individual projects yet DEM senior management can track progress toward DEM's goals and objectives.

VIII. Pilot Transferability

The pilot project has been developed and is now in the implementation stage in the state of Rhode Island. During the six months of project development there have been many opportunities to speak about this pilot with other national and regional groups. RIDEM has participated in phone calls of the Region I states ECOS Pilot and discussed the work of the reporting tool. DEM also made presentations of the tool to the following groups:

- EPA Innovations Conference – January 25, 2006 Denver CO
- Follow-up teleconference demonstration - February 2006
- Region I Quality Managers Roundtable meeting – February 9, 2006 Chelmsford MA
- ECOS Pilots Meeting – February 22, 2006 Salt Lake City UT
- ECOS Strategic Planning Meeting – February 23, 2006 Salt Lake City
- Telephone conference with Colorado CDPHE officials – March 2006
- Telephone call from Tennessee contacts – March 2006
- Presentation to New England Interstate Water Pollution Control Commission – May 2006

Based on the implementation of the tool in Rhode Island and discussions at national and regional forums, there is interest in other states adopting or at least adapting the tool. The following states expressed interest in learning more about the system, Massachusetts, Vermont, Texas, Colorado and Tennessee. In addition EPA headquarters Office of Congressional & Intergovernmental Relations and the Office of Chief Finance Officer expressed interest in the pilot project.

The tool is inexpensive to duplicate and the reporting structure is robust. RIDEM has completed its development of the tool and is willing to work with ECOS and EPA to move the tool to other state or federal agencies. RIDEM, however, does not have the resources to conduct detailed training with other organizations wanting to use the tool. RIDEM would be willing to work with a contractor supplied by EPA or ECOS to transfer the knowledge gained from this pilot. This contractor would then be responsible to conduct training with other organizations interested in the tool.

Attachment A – Excel Spreadsheet

I. Clean Air – The air throughout the state will be healthy to breathe and air pollutants will not damage our forests, land and water bodies.

Objective I A: Attain the National Ambient Air Quality Standards for Ozone

Strategies	Project/ Activity	Deliverables	Deliverable Target Date	Funding Source	Person Responsible	Mandated Y or N	Priority	Risks	Division	MIS Support Needed? Y or N
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Proposal	9 months after CTG issued	PPG-Air	Barbara Morin Michele McCaughey	Y	3	Delays in interoffice review	OAR	No
		Stakeholder input (workshops, etc)		PPG-Air	Barbara Morin Michele McCaughey	Y	3	Delays in interoffice review	OAR	No
		Preliminary draft of regulations completed (internal)		PPG-Air	Barbara Morin Michele McCaughey	Y	3	Delays in interoffice review	OAR	No
		Internal comment/feedback period completed		PPG-Air	Barbara Morin Michele McCaughey	Y	3	Delays in interoffice review	OAR	No
		Review by DEM Legal		PPG-Air	Barbara Morin Michele McCaughey	Y	3	Delays in interoffice review	OAR	No
		Draft regulations ready for public distribution		PPG-Air	Barbara Morin Michele McCaughey	Y	3	Delays in interoffice review	OAR	No

Attachment B – Instructions on Using the Tool

Introduction

DEM and EPA have entered into a cooperative agreement that funds a portion of the environmental activities in Rhode Island. As part of the agreement, DEM is required to report on our progress to meet our agreed upon objectives. In the past this reporting has been done on an “ad hoc” basis. Information was not easily shared within the agency and updates often came at times when people were busy doing other activities.

DEM has been working on a system that will allow people to provide updates on a regular basis. The system developed is a web-based workplan reporting system. It is a simple web application that will:

- Provide a simple way for people to update the status of work plan objectives and their associated projects/activities
- Provide a centralized repository for workplan status information
- Provide reports that show progress toward DEM’s Goals and Objectives. Reports will be designed to allow managers at all levels to use this tool as a means of managing their programs.

The system will consist of the following elements:

- **Main Page.** This page will allow DEM employees to update the status of Deliverables relating to a particular Project. The user will select, in turn, the Goal, the Objective, the Strategy, the Project and the Deliverable. Once selected, the user will be able to update the status of the Deliverable in the work area below the drop down lists. Note that each DEM employee will only see those Goals, Objectives, etc for which they are responsible.
- **Reports.** Reports are available for all agency employees to view. All reports are accessed from pull-down lists at the top of the Main Page and the Welcome Page.
- **Security.** The system has been designed such that no more than two staff members are assigned to each deliverable: a primary staff person and a secondary staff person or delegate. Except for Senior Staff and others with broader access rights, only the two people assigned to the deliverable will be able to update the status and other details of the deliverable. Note that the staff members assigned to the deliverable were collected from the work plan spreadsheets.
- **Database.** The database has been designed in such a way that it associates EPA / RIDEM’s Goals with the Objectives and Projects of individual offices. This will allow status reports to demonstrate progress towards Goals as well as towards Objectives.

The system has been designed to be user-friendly. The material below will provide simple instructions on how the system works. Acquaint yourself with the system. If you have any questions about the instructions, please keep a record of the questions. We will conduct a training class in a few weeks for anyone who has questions on the workplan system.

Section I – URLs

The URL for the Workplan Application is:
<http://plover/workplan/workplan>

During the test period, we've established a test site so that staff members can learn how to use the application. The URL is:

<http://plover/workplandev/workplan>

Section II – PDF Reports

➤ To View Reports, mouse over the report bar at the top of the page:



Workplan Reports (mouse over to see report titles, then click on the report)

High Level Reports	Air Reports	OCI Reports	OTCA Reports	Waste Reports	Water Reports
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...which will then expand to be this:



Workplan Reports (mouse over to see report titles, then click on the report)

High Level Reports					
EPA Report - All Offices					
Current Status of Each Deliverable					
Overall Status of All Projects	Air Reports	OCI Reports	OTCA Reports	Waste Reports	Water Reports
Deliverables Due Next Quarter					
Missing/Late Updates to Deliverables					
Performance Indicators					

Then click on one of the report titles. The report will open in a new window as an Adobe PDF file.

Section III – “Your Project’s” Report

➤ To view all of the projects/deliverables for which you are responsible, select your name from the drop down list. A report in Adobe PDF will open in a new window showing all of your projects.

Welcome to DEM's Workplan Application!

Instructions:

- To view one of DEM's workplan reports, please click on one of the links above.
- To update workplan status, login below (using your assigned workplan password):
First Name: Last Name: Password:
- To view projects/deliverables that you are responsible for, select your name from the list.
The report will display as an adobe PDF file.

 (select your name here)

Section IV – Login

➤ To update the status, project details and/or performance measures of the workplan projects for which you are responsible (i.e. your name was one of the first two names associated with that deliverable on the workplan spreadsheets), you must log in to the application. To login, type in your first name, last name and your supplied password and click the ‘Login’ button.

Welcome to DEM's Workplan Application!

Instructions:

- To view one of DEM's workplan reports, please click on one of the links above.
- To update workplan status, login below (using your assigned workplan password):
First Name: Last Name: Password:
- To view projects/deliverables that you are responsible for, select your name from the list.
The report will display as an adobe PDF file.

Section V – Finding the Deliverable

➤ In order to get the particular project deliverable to update, you must select, in turn, the Goal, Objective, Strategy, Project and Deliverable. Then click the 'Find' button.

Workplan Reports (mouse over to see report titles, then click on the report)

High Level Reports	Air Reports	OCI Reports	OTCA Reports	Waste Reports	Water Reports
--------------------	-------------	-------------	--------------	---------------	---------------

Workplan Status Update

Select Goal: I. Clean Air – The air throughout the state will be healthy to breathe and air pollutants will not

Select Objective: I A: Attain the National Ambient Air Quality Standards for Ozone

Select Strategy: 9. Monitor ozone and ozone precursor air quality

Select Project/Activity: c. Summarize and interpret ozone and PAMs data

Select Deliverable: Air Quality Data Summary

Find

Note that you will only see those Goals, Objectives, Strategies, Projects and Deliverables for which you are responsible. Also, if there is only one item in any list, it will automatically pre-populate the next list.

Section VI – Updating Status

- To Update the Current Status of your work toward the deliverable (which is the primary use of this web page):
1. Select the deliverable status (Options: Behind Schedule, On Track, or Complete)
 2. Type an update of your progress toward the deliverable. The limit on this textual update is 200 characters.
 3. Press 'Save Status/Update' Button

Project/Activity: c. Summarize and interpret ozone and PAMs data

Deliverable: Air Quality Data Summary

Target Date: 09/30/2006

Primary Staff Member Responsible for Deliverable: BARBARA MORIN

Secondary Staff Member or Delegate:

Update Deliverable Status and Provide Progress Update:

Instructions:

- Select the Deliverable Status (by clicking one of the buttons: Behind Schedule, On Track or Complete)
- Then provide a progress update (limit 200 characters)
- When done, click the 'Save Status/Update' button

Notes:

- The deliverable status will be inserted at the front of your progress update
- If you select Complete, please add a Complete Date.
- Further status updates cannot be made once a deliverable is completed

1. select status

Deliverable Status: Behind Schedule On Track Complete

Date if Complete (mm/dd/yyyy):

Current Update (200 chars max): The ozone and PAM'S data has been gathered and summarized. We are just starting to analyze the data

2. provide update

Previous Updates:

Save Status/Update

3. Press 'Save'

Notes about updating Status:

- ◆ You must enter both a Deliverable Status and type an update. The system will not let you do one without the other.
- ◆ You can only enter one update per deliverable per session
- ◆ The deliverable status will be inserted at the front of your progress update when you save it. Therefore the final update will be:
“On Track – The ozone and PAM’S data has been gathered ...”
- ◆ If you click ‘Complete’, you must enter a complete date. Be sure to use the nifty calendar control () to grab the date.
- ◆ Once you click ‘Complete’, add a complete date and click ‘Save..’ , the deliverable will be considered complete and no further updates can be made.
- ◆ All previous updates will be displayed in the large list box below the save button. The previous updates cannot be edited.

Section VII – Updating Monthly Performance Measures

If the deliverable has been targeted as a ‘Monthly Performance Measure’, the following will display on the web page after the status update section.

You can
previous
selecting
then the
value will

Update Monthly Performance Measures:

Enter the # of LNC's Issued:

Year: Month: Value:

view
entries by
the Year,
Month. The
display in

the Value box. If no previous entries are found, you can enter a new Value then press ‘Save Performance Measures.’

Section VIII – Updating Deliverable Details

Make any changes, then press ‘Update Deliverable Details.’ See below for more information about each field.

View/Update Deliverable Details:

Priority:	<input type="text" value="3"/>	Funding Source:	<input type="text" value="PPG-Air"/>
Mandated:	<input type="text" value="Y"/>	Risks:	<input type="text" value="Delays in interoffice review"/>
MIS Support Req'd:	<input type="text" value="N"/>		
Request Target Date Change:	<input type="radio"/> Yes <input type="radio"/> No		

Priority: The options are: 1, 2, 3 where 1 is the highest priority and 3 is the lowest

Mandated: Options: Y, N

MIS Support Required: Options: Y, N

Change Order Required: Check Yes if the Deliverable Target Date should be changed, or if the deliverable should be deleted from the Workplan. Since these are DEM’s Workplan activities, this information cannot be changed without Senior Staff approval. By selecting Yes, Senior Staff will be notified of your request.

Attachment C – Individual List of Projects

 DEM Workplan Report - Project List Staff Member: THOMAS GETZ										
2/27/2006										
Goal	Objective	Strategy	Project	Deliverable	Deliv Target Date	Office	Current Status	Primary Staff	Secondary Staff	Performance Indicator
Cross-Goal Strategies/Operations and Effective Government	VI D Improve Regulatory Process	2. Develop policy and guidance materials	c. Finalize RI Stormwater Manual	Manual	12/31/2006	OWR	On Track	THOMAS GETZ		
Cross-Goal Strategies/Operations and Effective Government	VI D Improve Regulatory Process	4. Permit Streamlining Task Force Follow-ups - Waste Management	b. If status update indicated further work, new tasks may need to be added.	Completion of task identified in status report.	09/30/2006	OWM	On Track	THOMAS GETZ		
Cross-Goal Strategies/Operations and Effective Government	VI D Improve Regulatory Process	5. Permit Streamlining Task Force Follow-ups - Water Resources	a. Review ISDS Task Force recommendations - report on status and develop new workplan tasks as necessary	Status report possibly new tasks	06/30/2006	DO	On Track	THOMAS GETZ	RUSS CHATEAUNEUF	
Cross-Goal Strategies/Operations and Effective Government	VI D Improve Regulatory Process	5. Permit Streamlining Task Force Follow-ups - Water Resources	b. Review Wetlands Task force recommendations - report on status and develop new workplan tasks as necessary	Status report possibly new tasks	06/30/2006	DO	On Track	THOMAS GETZ	CAROL MURPHY	
Cross-Goal Strategies/Operations and Effective Government	VI E Provide strong customer service	5. Support DEM's 2005 Permitting Survey	a1. Review and comment on draft 2005 Permitting Customer Survey.	Provide comments on draft track-changed 2005 Permitting Customer Survey.	09/30/2006	OAR	On Track	STEVE MAJKUT	THOMAS GETZ	
Cross-Goal Strategies/Operations and Effective Government	VI E Provide strong customer service	5. Support DEM's 2005 Permitting Survey	a2. Review and comment on draft 2005 Permitting Customer Survey.	Provide comments on draft track-changed 2005 Permitting Customer Survey.	09/30/2006	OTCA	On Track	RONALD GAGNON	THOMAS GETZ	

Attachment D - EPA / Office Report

 DEM Workplan Report - All Offices		2/27/2006				
		1 of 331				
Strategy	Project/Activity	Deliverable	Deliverable Target Date	Current Status	Primary Staff	Delegate Staff
Goal: I. Clean Air – The air throughout the state will be healthy to breathe and air pollutants will not damage our forests, land and water bodies		Objective: I A: Attain the National Ambient Air Quality Standards for Ozone				
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Proposal	09/30/2006	On Track	MORIN	MCCAUGHEY
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Stakeholder input (workshops, etc)	09/30/2006	On Track	MORIN	MCCAUGHEY
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Preliminary draft of regulations completed (internal)	09/30/2006	On Track	MORIN	MCCAUGHEY
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Internal comment/feedback period completed	09/30/2006	On Track	MORIN	MCCAUGHEY

Attachment E – Current Status of Each Deliverable

 DEM Workplan Report - Current Status of Project Deliverables 2/27/2006					
Goal / Objective	Strategy	Project	Deliverable	Current Status	Last Update
I. Clean Air – The air throughout the state will be healthy to breathe and air pollutants will not damage our forests, land and water bodies					
I A: Attain the National Ambient Air Quality Standards for Ozone					
	1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Proposal	On Track	01/30/2006
	1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Stakeholder input (workshops, etc)	On Track	01/30/2006
	1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Preliminary draft of regulations completed (internal)	On Track	01/30/2006
	1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Internal comment/feed back period completed	On Track	01/30/2006
	1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Review by DEM Legal	On Track	01/30/2006
	1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Draft regulations ready for public distribution	On Track	01/30/2006
	1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Public notice (includes notification to EDC and Governor's Office per "Reg Flex" requirements)	On Track	01/30/2006

Attachment F – Overall Status of All Projects



DEM Workplan Report - Overall Status of Project Deliverables

# On Track	% On Track	# Complete	% Complete	# Behind Schedule	% Behind Schedule
1437	100	0	0	0	0

Attachment G – Deliverables Due Next Quarter



Strategy	Project	Deliverable	Deliv Target Date	Current Status	Last Update Date	Office	Primary Staff	Delegate Staff
Goal: I. Clean Air – The air throughout the state will be healthy to breathe and air pollutants will not damage our forests, land and water bodies		I A: Attain the National Ambient Air Quality Standards for Ozone						
2. Keep ozone precursor regulatory programs up to date - Solvent Cleaning Rule	a. Update solvent cleaning rule to be consistent with Ozone Transport Commission model	File final regulations with Secretary of State's Office	04/01/2006	On Track	01/30/2006	OAR		
3. Keep ozone precursor regulatory programs up to date - Portable Fuel Containers	a. Promulgate portable fuel container regulation	File final regulations with Secretary of State's Office	04/01/2006	On Track	01/30/2006	OAR		
5. Keep ozone precursor regulatory programs up to date - Architectural & Industrial Maintenance Coatings	a. Promulgate Architectural and Industrial Maintenance coatings regulation	Proposal	04/01/2006	On Track	01/30/2006	OAR		
7. Keep ozone precursor regulatory programs up to date - General Definitions and Update Definitions	a. Create separate regulation for general definitions and update definitions	Public hearing	04/01/2006	On Track	01/30/2006	OAR		
7. Keep ozone precursor regulatory programs up to date - General Definitions and Update Definitions	a. Create separate regulation for general definitions and update definitions	Final revisions to regulations – based on public input	05/15/2006	On Track	01/30/2006	OAR		
7. Keep ozone precursor regulatory programs up to date - General Definitions and Update Definitions	a. Create separate regulation for general definitions and update definitions	"Response to comments" document completed	05/15/2006	On Track	01/30/2006	OAR		

Attachment H – Missing / Late Updates to Deliverables



Strategy	Project	Deliverable	Deliverable Target Date	Current Status	Last Update Date	Office	Primary Staff	Delegate Staff
Goal: I. Clean Air – The air throughout the state will be healthy to breathe and air pollutants will not damage our forests, land and water bodies		Objective: I A: Attain the National Ambient Air Quality Standards for Ozone						
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Stakeholder input (workshops, etc)	09/30/2006	On Track	01/30/2006	OAR	MORIN	MCCAUGHEY
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Preliminary draft of regulations completed (internal)	09/30/2006	On Track	01/30/2006	OAR	MORIN	MCCAUGHEY
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Internal comment/feedback period completed	09/30/2006	On Track	01/30/2006	OAR	MORIN	MCCAUGHEY
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Review by DEM Legal	09/30/2006	On Track	01/30/2006	OAR	MORIN	MCCAUGHEY
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Draft regulations ready for public distribution	09/30/2006	On Track	01/30/2006	OAR	MORIN	MCCAUGHEY
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Public notice (includes notification to EDC and Governor's Office per "Reg Flex" requirements)	09/30/2006	On Track	01/30/2006	OAR	MORIN	MCCAUGHEY
1. Keep ozone precursor regulatory programs up to date - CTG's	a. Promulgate regulations to implement new Control Technology Guidelines	Public hearing	09/30/2006	On Track	01/30/2006	OAR	MORIN	MCCAUGHEY

Attachment I – Performance Measures

Performance Measures for the Offices of Air Resources, Waste Management, Compliance & Inspection and Technical & Customer Assistance												
	Jan	Feb	Mar	Apr	May	June	July	Sept	Oct	Nov	Dec	Yearly Total
I. Office of Air Resources												
Air-Preconstruction Permit Applications												
Air-Preconstruction Permits In Process												
Air-Preconstruction Permits Issued												
Air-Operating Permits Issued												
Air-Operating Permits In Process												
Informal enforcement actions – LNC’s Issued												
Informal enforcement actions – NOI’s Issued												
Informal enforcement actions - LNC’s Resolved / Closed												
Informal enforcement actions - NOI’s Resolved / Closed												
II. Office of Waste Management												
OWM-Site Remediation Notifications												
OWM-Site Remediation Cases Closed - NFA’s												
OWM-Site Remediation Cases Closed - LOC’s												
OWM-Site Remediation Cases Closed - ILOC’s												
OWM-LUST Site Notifications												
OWM-LUST Cases (federal) Closed												
OWM-LUST Cases (non-federal) Closed												
Informal enforcement actions – LNC’s Issued												
Informal enforcement actions – NOI’s Issued												
Informal enforcement actions - LNC’s Resolved / Closed												
Informal enforcement actions - NOI’s Resolved / Closed												
III. Office of Compliance & Inspection												
OCI-New NOV’s Initiated												
OCI-New NOV’s Issued												
OCI-NOV’s in Process												
OCI-Open Cases												
OCI-Consent Agreements Entered												
OCI- Cases Closed												
Informal enforcement actions – Issued												
Informal enforcement actions - Resolved / Closed												
IV. Office of Technical & Customer Assistance												
OTCA-Pre-Application Meetings												
OTCA-File Reviews												
OTCA-Phone Inquiries												
OTCA-Walk-Ins												