



FY 2015-2018 Strategic Plan

Submitted

September 2013

By

Wyoming Department of
Environmental Quality

Message from the Director

The Wyoming Department of Environmental Quality has been a trusted leader and principal steward for protecting the state's precious air, water and land resources since 1973. To fulfill our stewardship responsibilities it is extremely important to be looking ahead and anticipate the needs and challenges associated with the protection of our environmental resources. For that reason, I am pleased to provide the Wyoming Department of Environmental Quality's Strategic Plan for the next four years.

This Strategic Plan sets forth DEQ's goals, objectives, and strategies that will support conserving and protecting the state's natural resources, while maintaining a high quality of life and fostering economic development. The Strategic Plan also imposes accountability on DEQ by setting forth performance measures with which we will measure our successes and identify areas to continue to strive for improvement.

While the Strategic Plan identifies the means by which DEQ will measure its efforts to protect the environment, DEQ will continue to work above and beyond these measures to deliver exceptional service to the State of Wyoming. In addition to these efforts, DEQ is committed to working with other state agencies as well as the Office of the Governor to accomplish those measures set forth in the Governor's Energy Strategy.

Wyoming is a wonderful place to live and recreate and DEQ is committed to protecting the State's resources now and for generations to come. Please review the Strategic Plan and let us know if you have questions or if your organization could be a partner with DEQ in the implementation of the plan. Feel free to contact Keith Guille at (307) 777-6105 or keith.guille@wyo.gov, or myself at [\(307\) 777-7937](tel:3077777937) or todd.parfitt@wyo.gov.

Todd Parfitt

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Introduction

The Department of Environmental Quality (DEQ) was established by the Wyoming Environmental Quality Act and Industrial Development Information and Siting Act pursuant to W.S. §§ 35-11-101 through 1904 and W.S. § 35-12-101 through 119 respectively. As Wyoming's environmental regulatory agency, DEQ is responsible for the implementation and enforcement of delegated federal programs under the Clean Air Act, Clean Water Act, Safe Drinking Water Act, Resource Conservation and Recovery Act, and Surface Mining Control and Reclamation Act, as well as other state environmental regulatory programs.

DEQ consists of seven divisions; Air Quality, Water Quality, Solid and Hazardous Waste, Land Quality, Industrial Siting, Abandoned Mine Lands, and Administrative. DEQ has 267 employees located in Sheridan, Lander, Casper, Rock Springs, Pinedale, and headquartered in Cheyenne. Together we ensure that Wyoming's natural resources are managed to maximize the economic, environmental and social prosperity of current and future generations. DEQ does this through a combination of monitoring, permitting, enforcement, remediation, and restoration activities which protect conserve and enhance the environment while supporting responsible stewardship of Wyoming's resources. Other important DEQ functions include human resources, accounting, and emergency response. Together DEQ's programs serve over 5,000 businesses operating thousands of facilities across the state.

Over the past decade, the workload of DEQ has grown. To effectively deal with that growth and the on-going environmental management requirements associated with expanding regulatory oversight from federal agencies, DEQ continually works to identify efficiency opportunities in programs and where justified, requested and added staff. Some staff additions were to address specific legislative mandates. DEQ has implemented a paperless office initiative and worked with outside consultants to improve performance in targeted areas. DEQ continually looks for opportunities to re-structure programs in a manner to bring added focus to priority areas and make concerted efforts to collaborate with stakeholder groups to make the permitting process more efficient.

DEQ's Mission

To protect, conserve and enhance the quality of Wyoming's environment for the benefit of current and future generations.

DEQ's Values

The success of this mission requires our shared commitment to values that define and guide who we are, what we do and how we do it. These values are:

We are proactive by anticipating future impacts on Wyoming's environment and taking actions to minimize those impacts.

We are innovative by encouraging people from both inside and outside the agency to consider new approaches to protecting, preserving and enhancing a healthy environment.

We are consistent by fairly applying and implementing regulatory requirements.

We are responsive through timely and open communications with the public, the regulated community and other stakeholders who are affected by our work.

We are committed to a culture and work environment where everyone is treated respectfully, professionally developed and continuously challenged.

We are decisive and make decisions in a rigorous and timely manner supported by thorough analysis, quality data and sound rationale.

DEQ's Vision Statement

The Wyoming Department of Environmental Quality envisions a future where vibrant economic development and prosperity is achieved while providing sound and sensible environmental protection for the benefit of Wyoming and its citizens.

Strategic Plan Development Process

DEQ is directed by statute to develop and maintain a strategic plan that guides its functions and activities. The plan is designed to plan activities, evaluate effectiveness and cover a four-year term.

The purpose of this plan is to provide planning and performance measurements to DEQ, the legislature and the public. This plan allows the legislature and the public to see the activities and achievements of DEQ by tracking its performance with the strategies outlined in this plan with the accomplishments identified in DEQ's Annual Reports.

Goals, Objectives, Strategies, and Performance Measures

DEQ developed goals that describe the broad environmental responsibilities with which the various Divisions are tasked. These broad goals are applied to each Division, and each Division identifies its objectives that fall under this goal and the strategies that are needed to achieve these objectives. Performance measures are attached to the strategies to assure that progress is made to accomplishing the strategies, objectives and overall goals. Through this process, DEQ can monitor the progress on the achievement of its goals through each of the Divisions. The following provides a brief description of each of the levels in this Plan.

Goals – Describe broad environmental tasks that DEQ is striving to achieve.

Objectives – Incremental steps that will aid in the accomplishment of the goals.

Strategies – Specific actions needed to achieve the objectives.

Performance Measures – The measurable milestones that show achievement of the strategies.

DEQ Goals

Goal 1 – To investigate, remediate and restore contaminated and disturbed sites.

DEQ investigates, remediates and restores contaminated and disturbed sites in order to protect the health, welfare and safety of Wyoming's citizens and to preserve, reclaim and enhance air, land and water resources of the state. DEQ recognizes the increasing focus that is being placed on the restoration and enhancement of habitat to address sage grouse and other wildlife concerns. In consideration of the future economic and environmental health of the state, we seek to maximize the value of post-mining and post-remediation landscapes. DEQ continues to respond to evolving and emerging priorities in order to address those sites that present the greatest risk to safety and health of Wyoming's citizens. In conjunction with restoration and remediation activities, we attempt to prevent, reduce, and mitigate impacts to the environment by fostering pollution prevention, spill prevention and control, and green and sustainable remediation approaches, including the beneficial use and re-use of materials, as appropriate. DEQ believes investigation, restoration and remediation actions are most successful when expectations are clearly defined and conveyed. DEQ continues to work closely with all affected stakeholders in striving to find the most protective and effective short- and long-term solutions.

DEQ continues to plan ahead for the effective and efficient completion of all abandoned mine land projects within the state Abandoned Mine Lands (AML) projects inventory. In addition, we will continue efforts to determine the long-term maintenance effort needed after the completion of the major reclamation activities. By planning ahead for the completion of reclamation activities we will be able to efficiently apply the available resources to meet those goals.

Goal 2 - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

DEQ continues to strive for excellence in developing and maintaining scientifically based and quality controlled data to support the DEQ's diverse programs, activities and regulatory responsibilities. Though the type and extent of monitoring may be different in each of the DEQ's divisions, monitoring activities are designed to measure compliance with permitting requirements and with state and federal regulations and standards; to identify and understand trends in environmental conditions and performance; and to plan for future growth and sustainable use of resources.

DEQ endeavors to take advantage of improving technologies and cooperative efforts with outside entities to collect, manage and interpret the environmental data needed to accomplish its regulatory and programmatic responsibilities. DEQ's data needs are served from various sources. Generally, monitoring to assess ambient environmental conditions such as statewide or regional air and water quality is performed directly by DEQ or its contractors. Permit compliance data is generally required to be submitted by permittees and verified by systematic DEQ inspections. Remediation and restoration monitoring data is typically submitted by the responsible party and verified by DEQ, but in other programs (e.g., AML, Storage Tank Program and Orphan Sites Program), DEQ is responsible for collecting and managing monitoring data. DEQ also enters into cooperative agreements with federal agencies such as the USGS and the U.S. EPA to collect data where there is a mutual interest.

Goal 3 - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

It is the philosophy of DEQ to most effectively utilize the human resources available to both the applicant and the regulatory authority to achieve more efficient, more effective permitting. This can be achieved by streamlining the efforts of both the applicant and the regulatory authority; by providing consistent training and guidance regarding permit content requirements; and implementing the most efficient means of compiling such requirements. The objective of the goal is to increase the quality of the applications, reduce review rounds and overall permit approval durations. DEQ also strives to employ electronic resources to reduce the volume of hard copy materials being submitted, and the space needed to inventory and archive documents.

Goal 4 - To ensure adherence with environmental standards and other requirements.

In administering compliance programs, DEQ staff will strive to develop an atmosphere and culture where the regulated community and general public work together to achieve a mutually beneficial result where all environmental standards and laws are attained. DEQ will provide assistance and education and we will communicate standards and permit requirements with clarity and provide guidance to the regulated community that fosters compliance. DEQ will apply rules and regulations fairly and consistently across the state in all programs and across all sectors of the regulated community. DEQ will operate compliance programs with timely inspections and timely decisions that provide certainty to the regulated community and reduce the environmental impact or harm. DEQ will implement enforcement actions without bias and provide compliance programs

with the necessary resources and training to implement the compliance programs in an efficient manner.

Goal 5 - To develop a clear, concise and consistent regulatory framework.

The development of a regulatory framework that regulated entities as well as the public can understand is key to efficient regulation. A system that can deliver the requirements of the regulatory program in a clear and concise manner is more effective and will result in fewer violations. DEQ is committed to continued review and updates of its regulations to ensure simplified and streamlined regulations are maintained.

In addition to DEQ's goal of a consistent regulatory framework, DEQ has also been asked by the Governor to examine the potential for additional reductions in our current regulations. As directed by the Office of the Governor, each agency is asked to review existing rules to determine if rules applicable to their respective agencies can be reduced by one-third in number and one-third in length. The objective is more accessible and better organized rules, fewer rules, and shorter rules – in sum, more efficient and effective government. The proposed reductions could be realized by reorganization, consolidation, repeal of obsolete or unnecessary rules, more concise rule language, or some combination. If such reductions (1/3 in number and 1/3 in length) cannot be attained, each agency is directed to advise the Governor on what level of reduction can be attained. The Governor endeavors to report significant progress to the Interim Committee on November 1, 2013.

Goal 6 – To develop and maintain an outcome oriented workforce and culture.

DEQ is committed to developing and maintaining an outcome oriented workforce and culture. DEQ faces workforce challenges related to workforce recruitment and retention due to an increasing number of employees who are eligible to retire and the loss of staff to private industry and consulting firms that offer salary ranges much greater than DEQ can offer. Through the strategic planning process, DEQ will continue to explore and develop strategic objectives to address agency recruitment and retention. Some of these include the creation and implementation of a workforce development program, continued training initiatives, enhancing employee reward and recognition efforts, and revisions to employee Performance Management Instrument (PMI) planning plans to promote strategic results.

Goal 7 - To administer and manage the resources of the agency in a responsible manner.

DEQ is committed to managing its resources in the most efficient and effective manner. This requires critical analysis of budget expenditures and efficient contract processing procedures. One of DEQ's greatest challenges is to utilize limited resources to satisfy its mission. Through meticulous budgeting and planning, DEQ will continue to devote resources to areas where they are most needed and manage the business of the agency in the most efficient manner possible.

Air Quality Division

The Air Quality Division (AQD) is responsible for the protection and preservation of the ambient air in the State of Wyoming. The U.S. Environmental Protection Agency (EPA) sets National Ambient Air Quality Standards (NAAQS) for six criteria pollutants (PM, NO_x, CO, SO₂, Ozone, Pb) that are designed to protect public health. The AQD implements four major programs and utilizes state regulations to guarantee state primacy and to maintain attainment of Wyoming ambient air quality standards (WAAQS) and EPA's NAAQS. The four major programs of AQD include permitting, compliance and inspections, resource management, and regulation development.

Challenges of Division

The AQD faces challenges protecting the ambient air shed in Wyoming for the health and welfare of its citizens. It is the largest of the three environmental media (air, water, land) that the WDEQ must protect and it has a complicated chemistry that is constantly affected by changes in weather and anthropogenic influences globally. Both the Wyoming state and the EPA's federal regulations attempt to provide a tool to set limits on the amount of man-made pollution that can be emitted to the atmosphere. Because of these factors, the AQD's greatest challenge remains in understanding how air pollution affects ambient air and more importantly, how to overcome the educational barrier with the public and the media.

A second challenge is the rate at which air regulations have evolved and continue to change, just in the last few years. There is an increasing amount of federal regulations being proposed and finalized by EPA. This has started two separate activities with different timelines and consequences. The first is the obligation by states to revise their regulations so that a subsequent State Implementation Plan (SIP) submittal can be made in a timely fashion to the EPA for approval. The second is the onslaught of litigation that ensues as states, environmental groups, and the public file law suits when the EPA does not meet its own regulatory timelines.

Achievements of Division

AQD has achieved a great deal despite the challenges that it faces. AQD is a leader in the early development of guidance and regulations that directly affect the oil and gas industry. On more than one occasion, EPA has sought technical input from AQD during development of New Source Performance Standards (NSPS) for the oil and gas industry. These regulations have caught the attention of the rapidly expanding oil and gas industry and the public nationwide as the U.S. strives to be more energy independent globally. In contrast, the EPA recently finalized the latest 8-hour ozone standard (75 ppb) and is proposing to revise this standard in the year 2014. Many of the ozone precursor emission thresholds listed in the NSPS and the compliance methods described therein are duplication of Wyoming's oil and gas Best Available Control Technology (BACT) guidance that has been in use for years in the Upper Green River Basin's (UGRB) ozone nonattainment area. Therefore, Wyoming continues to be a leader in controlling emissions of NO_x and VOC, the precursors to the formation of ozone.

AQD continues to aggressively work to address the ozone nonattainment area in the UGRB. Much of the progress that has been made is well ahead of federal deadlines. The UGRB was officially designated as "marginal" nonattainment on July 20, 2012. This set the regulatory

timeline to attain the ozone National Ambient Air Quality Standards (NAAQS) by December 31, 2015. Leading up to the 2012 designation, AQD was already putting VOC and NO_x reduction strategies in place as early as 2008 through guidance and a cooperative effort with the public and the oil and gas industry. This strategy has provided for a balanced approach to protecting the environment through lowering emissions, while allowing for responsible oil and gas development. The approach also aligns well with the Governor's Energy Strategy.

AQD continues to work hard to provide good customer service and keep pace with the tremendous growth of the energy industry as well as the associated increase of air pollution. For example, permits are still being processed efficiently. In order to become even more efficient, both the New Source Review (NSR) and Title V Operating permit programs performed a kaizen analysis. There has been a huge increase in ambient monitoring, which is the air we breathe, in both the number of stations deployed and the pollutants measured statewide. The amount of data that needs to be managed from these monitors and the emissions inventory that is reported to the Division from industry has grown tremendously. Therefore, AQD is working to be more efficient with the development of the IMPACT system, which is an information management, permitting, and electronic report submission system. It is being designed to help manage the large amount of facility information needed by the Division to efficiently issue permits, track compliance, and manage emissions data reported to AQD by industry. Lastly, AQD presence in the field has continued to increase. The Compliance Monitoring Strategy (CMS), which represents the number of inspections the Division commits to annually with the EPA, has continued to grow. The CMS is comprised of major (Title V) and minor sources. The Division continues to meet or exceed this commitment annually.

Application of Goal 1 to AQD – To investigate, remediate, and restore contaminated and disturbed sites.

AQD is not directly responsible for initiating site investigations to determine where remediation activities will occur. The AQD responsibilities will be in a support role, when necessary. Sometimes the site remediation technique(s) to be employed result in emissions of air pollutants to the atmosphere, such as with an air stripper. Depending on the type and quantity of these air emissions, an air quality permit may be required. Otherwise, no authorization of activities or oversight by the AQD is typically needed.

Application of Goal 2 to AQD – To collect, manage, and monitor the environmental data needed to accomplish agency responsibilities.

Objective: The AQD strives to monitor, collect, and evaluate data statewide so that compliance with the EPA mandated National Ambient Air Quality Standards (NAAQS) is attained. One way this is done is through the operation of a statewide ambient air monitoring network that operates according to EPA federal reference methods to assure data is collected accurately and consistently. The monitoring network has been developed and modified through time according to the Division's Network Assessment that is reviewed at least every five years. The review is part of the ongoing partnership with the EPA to ensure adequate ambient air monitoring data in Wyoming is collected.

Another way air data is collected is through the Emission Inventory reporting program. This data is reported to the AQD by industrial and commercial sources statewide and in accordance with the conditions in their air permit or other federal and state requirements. Statewide, the emission inventory is collected annually for major sources of emissions and every three years for minor sources. In the Upper Green River Basin (UGRB) ozone nonattainment area, the emission inventory is collected annually for all sources of emissions.

Strategy 1: AQD will continue to operate the ambient air monitoring network statewide and to include revisions to the network as necessary.

Strategy 2: AQD will collect data through the Emission Inventory on the established frequency to ensure that the data is as complete and up to date as possible. Review for improvements on the accuracy of this data occurs annually.

Performance Measures: Data collected from the ambient monitoring network and the emission inventory programs will be quality assured and uploaded into DEQ and EPA's data systems in a timely manner and in accordance with the DEQ-EPA Performance Partnership Agreement. Much of this data is also available on the DEQ website and is accessible by the public.

Performance Measures: NAAQS compliance will be assessed to ensure attainment status is maintained. For areas in nonattainment, work will focus on bringing the area back into attainment.

Application of Goal 3 to AQD – To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective: AQD continues to look for ways improve the air permitting process in both the New Source Review (NSR) and the Title V Operating programs. This is important so that the rate of permit issuance can keep pace with the demand for air permits, especially from the energy industry. There are a number of ways that AQD strives to do this. The first is to incorporate any streamlining efforts that became apparent from the aforementioned Kaizen events. The second is to complete timely regulatory and guidance revisions so that energy development can move forward. And third, continue with the development and then implementation of the IMPACT project to incorporate certain processing aspects of the permit application and permit drafting/issuance steps into this new electronic system.

Strategy 1: The AQD will continue to implement permit streamlining efforts that improve efficiency. Cross-training of staff so they can write both NSR and Title V permits is ongoing. The use of Response Teams to work on Division goals will also be utilized to develop guidance; especially if it helps issue timely air permits and conduct effective on-site inspections.

Strategy 2: The AQD must keep pace with regulatory changes and guidance development so that decisions about permitting goals can be met, especially in the ozone nonattainment area in the Upper Green River Basin (UGRB).

Strategy 3: Development of the IMPACT system will continue so that it is ready for implementation. The goal is to develop a system that not only handles electronic submittal and handling of emission inventory data, but also to create the modules necessary for electronic air permit application submittal.

Performance Measures: The Response Teams is targeting completion of revisions to the BACT Guidance and the Ozone Strategy by October 2013.

Performance Measures: The IMPACT system is currently being developed utilizing a contractor and staff input. The target date to develop baseline functionality is June 2014. Additional features will be developed after June 2014 to retire legacy data systems.

Application of Goal 4 to AQD – To ensure adherence with environmental standards and other requirements.

Objective:

The AQD has an inspection and compliance program with staff located in five District Offices statewide. Facility site inspections are conducted to promote compliance with permit conditions and regulatory requirements. Much of the program's success depends on both planned (announced and unannounced) site inspections as well as self-reported findings by the industry. AQD strives to perform site inspections consistently and write the corresponding inspection reports in a timely manner. This has proven to be an effective way to assess compliance without visiting every facility each year. Open and timely communication with the facility is the key to an effective inspection program.

If a site inspection or review of facility reported data reveals noncompliance, the Division has enforcement tools to implement to help get the facility back into compliance. Here too, the Division strives to be timely, consistent, and certain with its enforcement actions.

Coordination with other state agencies and our federal partners is an important part of this objective. The AQD is well engaged in National Environmental Policy Act (NEPA) activities. We attend meetings and comment on proposed Environmental Impact Statements (EIS), Resource Management Plans (RMP), impact mitigation strategies, and Records of Decision (ROD). This is especially important for energy development projects on federal land, overseen by the Bureau of Land Management (BLM).

Strategy 1: AQD will continue to look for areas to improve our inspection and compliance programs. AQD staff will provide timely verbal feedback to the facility at the end of the site inspection, followed by a clearly written inspection report. AQD will develop and implement a mentoring program for new staff to assure that institutional knowledge on inspection procedures is passed on. AQD continues to improve its efficiency on enforcement actions and works to be consistent in how settlement agreements are crafted and resolved.

Strategy 2: The Air Quality Resource Management (AQRM) program will represent AQD in NEPA activities to assure that impacts from activities on federal lands are evaluated and communicated. AQRM staff will attend appropriate meetings and conference calls to assure an efficient use of staff time.

Performance Measures: Each year the AQD submits a CMS to EPA. The CMS outlines the facilities to be inspected by the AQD staff during the upcoming federal fiscal year. AQD will meet or exceed the expectations set forth in the CMS.

Performance Measures: AQD will participate in periodic update meetings with the Governor's staff on new energy projects and the latest developments of each EIS in Wyoming.

Application of Goal 5 to AQD – To develop a clear, concise, and consistent regulatory framework.

Objective: As directed by the Office of the Governor, each agency is asked to review existing rules to determine if rules applicable to their respective agencies can be reduced by one-third in number and one-third in length. In addition to the Governor's directive, AQD is always challenged with the task of keeping pace with EPA's new rules and regulations. AQD will continue to pursue this task in addition to the challenge of drafting our regulations so they are easier to understand and organized better for the user.

Strategy 1: AQD will continue to use its resources wisely in regulation development so that timely state rule making occurs and subsequent SIP submittals to the EPA are supported.

Strategy 2: AQD will complete the review of its regulations in compliance with the Governor's directive.

Performance Measures: AQD will complete the review of its regulations for streamlining opportunities by the end of 2013.

Performance Measures: AQD will complete SIP submittals to the EPA in a timely manner.

Application of Goal 6 to AQD - To develop and maintain an outcome oriented workforce and culture.

Objective: AQD is committed to developing and maintaining a well-educated staff that can effectively manage the technical challenges in air quality. Staff development takes time and other resources, so it is imperative to create a work environment that retains staff long enough for the Division to benefit now and long term. This is true from both the technical and managerial perspectives.

Strategy 1: AQD will explore ways to create professional development opportunities within AQD and across the Agency to increase staff knowledge and job satisfaction. Staff participation will be available to all staff and can be in the form of training, course work, and peer mentoring.

Strategy 2: AQD will develop a mentoring program and in coordination with other Agency Divisions. The program will provide opportunities to staff interested in a managerial or technical career path and will focus on linking evolving agency and customer needs with individual staff strengths and interests.

Performance Measures: Annually and to coincide with the employee goal setting, the AQD supervisors will meet with staff to revise their employee development plan.

Performance Measures: AQD management will meet with other Division managers to discuss and develop a program that provides mentoring opportunities across the Agency.

Application of Goal 7 to AQD - To administer and manage the resources of the agency in a responsible manner.

Objective: AQD continues to closely track and manage resources to be as efficient as possible. Work priorities can change rapidly, so AQD management staff must communicate on a regular basis to react to these priorities.

Strategy 1: AQD senior staff will continue to meet monthly to communicate emerging priorities so that adequate planning to accomplish these goals is possible.

Strategy 2: Prior to each budget planning period, AQD senior staff will meet with Agency management to stay informed about the latest budget challenges. Program input will be necessary so that communication with state budget committees is accurate and there is a consistent Agency message being delivered.

Performance Measures: During each biennium fiscal planning period, AQD will be able to provide program priorities and cost estimates by the prescribed times so that the Agency is timely with its budget requests.

Water Quality Division

The purpose of the Water Quality Division (WQD) is to ensure the proper disposal of wastewaters, ensure the proper design of water and wastewater treatment facilities, monitor and evaluate the quality of surface and groundwater, and oversee and facilitate the clean-up of water quality impaired surface and groundwater. The WQD meets these purposes through the operation of four (4) distinct sections:

The Wyoming Pollutant Discharge Elimination System (WYPDES) Section permits the discharge of wastewater effluents via point sources into surface waters of the state. These permits contain limits on the quality of the discharge based on in-stream conditions and standards, and establish self-monitoring and reporting requirements for the permittees. The WYPDES section also has an independent compliance and monitoring unit which insures compliance with permit conditions. There are currently 1,017 active individual WYPDES permits and there are 1,948 active authorizations to discharge under "general" WYPDES permits.

The Groundwater Section includes the Underground Injection Control (UIC) program which permits the discharge of wastewater effluents into subsurface geologic formations and aquifers. These permits contain limits on the quality of the discharge based on aquifer or formation conditions and standards, and establish self-monitoring and reporting requirements for the permittees. There are currently 169 active individual UIC permits and there are 535 active authorizations to discharge under "general" UIC permits. In addition to the UIC program, the Groundwater Section is responsible for cleanup of legacy groundwater contaminated sites such as at Warren Air Force Base and at historic spill sites.

The Water/Wastewater Section permits the construction of water and wastewater treatment facilities to design criteria established by the division. In 2013, the section issued 387 individual construction permits and authorizations. In addition to construction permitting, this section also licenses water and wastewater system operators to insure their technical competency. Finally, this section is responsible for the management of the federal program for funding of construction of water and wastewater systems via the State Revolving Fund (SRF). In 2013, the amount of SRF funds distributed was approximately \$40 million.

The Watershed Protection Section monitors and evaluates the ambient quality of Wyoming surface waters, identifies which surface waters may be impaired and the cause of those impairments through the development of Total Maximum Daily Loads (TMDLs). This section is also responsible for the distribution and management of approximately \$745,000/yr. in federal "319" money which is granted to local governments and conservation districts for water quality improvement projects such as constructed wetlands below storm sewer outlets. This section is also responsible for the establishment and review of the state's surface water quality standards as well as for the certification of US Army Corps of Engineers "404" permits for dredge and fill activities.

Challenges of Division

Permitting - The WYPDES Section will face short term challenges in implementing its new permit fee collection procedure that requires permittees to pay permit fees prior to issuance of a permit. The UIC program continues to be challenged with EPA concerns relating to aquifer exemptions for Class I injection wells for disposal of commercial oilfield waste, in-situ mine

waste, and industrial wastes. The heightened interest in commercial oilfield waste disposal wells will likely translate into an increase in permitting, inspection and compliance work for UIC program staff. The UIC program will also be challenged to develop and submit a primacy application to EPA for Class VI carbon sequestration wells.

Inspection and Compliance - Longer term, the WYPDES Section will be challenged to oversee and potentially arrange for the reclamation of on-channel coal bed methane (CBM) impoundments. The Water/Wastewater Section will be challenged to establish appropriate bonding levels for commercial oilfield disposal pits, and to evaluate costs associated with reclamation and cleanup at un-bonded pits in the event that the state assumes that responsibility. Within the Groundwater Section, the UIC permitting program lacks an Inspection and Compliance (I&C) unit such as exists in the WYPDES program. For this reason I&C in the UIC program is handled by the UIC permitting staff. This is not an ideal situation and will be evaluated to determine what, if any, programmatic changes can be made to make the process as efficient and effective as possible.

Monitoring and Corrective Action - WQD participates with the USGS in a limited groundwater monitoring program. However, there is no comprehensive monitoring and evaluation program for groundwater equivalent to that for surface waters. Two significant challenges will develop when the state implements new requirements for pre-drill baseline and post-drill sampling: management of groundwater quality data, and responding when sample results exceed action levels, both of which will place additional responsibilities on current staff. The Watershed Section continues to be challenged with problem identification and bringing efficiencies to the operation of the water quality lab. In the context of corrective action, the Federal Facilities program will be challenged with obtaining additional funding (under its cooperative agreement with the US Department of Defense) to contract for professional services in order to assist with an increased workload associated with investigation and cleanup of formerly used defense sites (e.g. Atlas Missile sites).

Achievements of Division

WQD is proud of its accomplishments and achievements over the past 2 years. WQD has developed and implemented a new WYPDES permit fee collection process that will require the permit fee to be submitted with the permit application. In addition, WQD has issued timely permits and achieved an exemplary compliance rate. WQD has also developed and implemented a time savings IT project which will allow WQD to increase its workload efficiency.

Application of Goal 1 to WQD - To investigate, remediate and restore contaminated and disturbed sites.

Objective: WQD will design and develop a new work process for the reclamation of CBM on-channel impoundments associated with the downturn in CBM development.

Strategy 1: WQD will monitor and track the reclamation of on-channel CBM impoundments that are not turned over to landowners and to ensure that, where impoundments are turned over to landowners, permittees comply with State Engineer requirements associated with impoundment storage capacity. It is anticipated that in many

cases, permittees may simply forfeit reclamation bonds, requiring the WYPDES Section to develop, oversee, and manage contracts with third parties for completion of reclamation requirements.

Strategy 2: By obtaining additional funding under the cooperative agreement with the US Department of Defense, WQD will contract with an outside consultant for professional services to assist with managing the review of work plans and reports associated with the investigation and cleanup of formerly used defense sites (Atlas Missiles sites, etc.).

Performance Measures: By July 1, 2014, WQD will develop new workflow/process diagrams, associated task descriptions, and staff (and inter-agency) responsibilities for monitoring, tracking, oversight, and reclamation of both bonded pits, and those where bonds have been forfeited.

Performance Measures: By July 1, 2014, WQD will complete the next cooperative agreement with sufficient funding obligated for contractor assistance.

Application of Goal 2 to WQD - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Objective: In accordance with the Governor's Energy Strategy Initiative #6C, WQD will develop a Unified Groundwater Data Management System for the DEQ to provide for efficient data management and data analysis.

Strategy: Working with the inter-agency steering committee, WQD will design a groundwater quality data management system for data storage, data evaluation, and electronic data delivery. The first phase of development will focus on mapping existing electronic databases to a newly constructed groundwater data interface accessible to all DEQ users. The second phase of development will focus on electronic data delivery (EDD) of future groundwater data reported to the Divisions. The development will also consider how to make data accessible to the public.

Performance Measures: WQD will initiate project design and development during 2013 through 2015 and anticipate project completion in July of 2015.

Application of Goal 3 to WQD - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective: WQD will provide consistent training and guidance regarding permit content requirements and the most efficient means of compiling such requirements. WQD will work to reduce the multiple volumes of hard copy materials being submitted, and the space needed to inventory and archive.

Strategy 1: WQD will design and implement an e-permitting function for WYPDES permit applicants.

Strategy 2: WQD will design and implement e-permitting functionality for permit-by-rule and general permit UIC Class V facilities in the GEM data management system.

Strategy 3: WQD will revise its UIC permit application forms for Class I and Class V facilities to more clearly communicate permit application content and to develop higher quality, better organized permit applications to expedite permit review and permit authorization timeframes.

Performance Measures: Working with a contractor, WQD will complete both WYPDES and UIC e-permitting functionality by July 1, 2015.

Performance Measures: WQD will complete both Class I and Class V revised permit application forms/guidance by Jan 1, 2015.

Application of Goal 4 to WQD - To ensure adherence with environmental standards and other requirements.

Objective: WQD will apply rules and regulations fairly and consistently across the state in all programs and across all sectors of the regulated community.

Strategy: The Water/Wastewater Section will investigate pit characteristics in order to establish appropriate bonding levels for commercial oilfield disposal pits, and evaluate costs associated with reclamation and cleanup at un-bonded pits in the event that the state assumes that responsibility.

Performance Measures: WQD will complete this bonding level assessment and cost evaluations by Jan 1, 2015.

Application of Goal 5 to WQD – To develop a clear, concise and consistent regulatory framework.

Objective: As directed by the Office of the Governor, each agency is asked to review existing rules to determine if rules applicable to their respective agencies can be reduced by one-third in number and one-third in length. In addition to the agency rules, WQD will work toward updating and streamlining regulatory agreements with state and federal agencies.

Strategy 1: The Water Quality Division will embark on a review of its existing rules, and identify reductions that can be achieved.

Strategy 2: WQD will review existing Memorandums of Agreement (MOAs) with EPA and regarding federal delegation of the WYPDES and UIC programs. Based upon that review, WQD will update its delegation agreements as appropriate. WQD will review existing MOAs and Memorandums of Understanding (MOUs) that it has entered into with Land Quality Division and sister State agencies, including the State Engineers Office and the Wyoming Oil and Gas Conservation Commission (OGCC) and update those agreements as necessary.

Strategy 3: WQD will develop a guidance document to assist developers in understanding the subdivision application review process, including tips and recommendations for developers to consider that can expedite WQD decisions on subdivision applications and subsequent permit applications for the proposed subdivision water supply and waste disposal systems.

Performance Measures: The results of WQD's rules evaluation will be reported to the Water and Waste Advisory Board during its September 2013 meeting, and reported, collectively with all DEQ Divisions, to the Governor's office.

Performance Measures: Analysis of existing MOAs with EPA and existing MOAs/MOUs with LQD and with sister state agencies to be concluded by September 30, 2014, including recommended revisions, if necessary. Proposed revisions to be developed and provided to those agencies by December 31, 2014. By June 30, 2015 and working with US EPA and state agencies, negotiate final revised MOAs and MOUs to the extent practicable and necessary.

Performance Measures: Guidance document to be developed, printed, distributed to county commissions and planning agencies, and available online by 09/30/14.

Application of Goal 6 to WQD - To develop and maintain an outcome oriented workforce and culture.

Objective: WQD will strive to increase employee job satisfaction in order to increase performance.

Strategy: Develop a system that will provide opportunities for staff to improve job satisfaction by providing opportunities to perform work assignments in other units in WQD, to be mentored more closely by their supervisor, or other supervisor in WQD, to obtain in-house training in areas outside of their work unit, and to obtain training to improve their skills within their existing work unit.

Performance Measures: WQD will develop a training plan and incentives for Director's approval by July 1, 2014.

Application of Goal 7 to WQD - To administer and manage the resources of the agency in a responsible manner.

Objective: WQD will devote resources to areas where they are most needed and manage the business of the agency in the most efficient manner possible.

Strategy: WQD will initiate a contract to complete an efficiency, cost, and performance audit of the water quality lab in order to determine the most efficient path forward to complete water quality analyses in support of WQD's responsibilities and mission.

Performance Measures: WQD will complete audit report by Jan 1, 2015.

Solid and Hazardous Waste Division

The Solid and Hazardous Waste Division (SHWD) regulates the storage, treatment, and disposal of municipal solid waste, industrial waste, and hazardous waste to ensure that these activities do not harm the public or damage the environment. SHWD also oversees environmental remediation projects and regulates certain storage tanks that store and dispense petroleum products throughout the State. The primary programs are discussed below:

Storage Tank Program (STP)

Tanks regulated by the STP include most underground storage tanks and only those aboveground storage tanks that sell fuel to the public. Currently there are 1,962 active tanks requiring inspection by the STP. The STP ensures tank owners/operators operate, maintain, install, and modify regulated tanks in accordance with the regulations, which helps to minimize the potential for future releases from the tanks. The STP also offers tank owners/operators a cost-effective means to meet federal requirements for cleanup and financial assurance. Without the program, tank owners would be responsible for cleanup or obtaining private insurance which can be difficult to obtain and costly. Cleanup and insurance costs could result in smaller gas stations going out-of-business.

Hazardous Waste

SHWD is responsible for permitting hazardous waste treatment, storage and disposal activities under the federal Resource Conservation and Recovery Act (RCRA) Subtitle C. SHWD is also responsible for coordination of corrective action for hazardous wastes. Currently, there are nine (9) hazardous waste facilities in the Hazardous Waste Corrective Action program. Corrective action is required to address releases from units or areas where wastes were treated, stored, or disposed at these facilities. The corrective action process at these large facilities is complex, often taking several years to complete. The Hazardous Waste Program also oversees corrective action at twelve (12) other sites under administrative orders.

Voluntary Remediation Program (VRP)

The VRP encourages Wyoming facilities to conduct environmental restoration of sites that experienced environmental degradation as a result of historic facility operations and new releases. Under this program, the Volunteer has the option to voluntarily clean-up the affected properties cooperatively with the DEQ in lieu of more stringent enforcement actions. The Brownfields Assistance Program is a sub-program of the VRP, designed to provide additional incentives to local governments to develop and put idle, unused and potentially contaminated properties back into productive reuse.

Orphan Sites Remediation Program

Orphan sites are those where historical activities have resulted in contamination but there is no identified party responsible or viable for remediating the site.

Solid Waste Program

The Solid Waste Program has the responsibility for regulation of industrial landfills and waste transfer, treatment, and storage facilities; improving state-wide waste diversion; recycling and beneficial use; providing planning assistance to local governments; and collaborating with

state and local organizations to improve waste management in Wyoming. Currently there are 410 permitted solid waste facilities in the State.

Inspection and Compliance Program

The Inspection and Compliance Program (I&C) supports the Hazardous Waste and Solid Waste Programs by performing inspection of facilities and completing enforcement when necessary.

Challenges of Division

SHWD continues to be challenged by program funding. Financial conditions in the State result in pressure to more effectively manage costs and program activities. Decreased federal funding has already been experienced for many programs and future federal budgets may continue to reflect downward pressure on federal funding for state programs. This presents a significant challenge when SHWD is asked to provide more with fewer resources.

SHWD is also faced with the challenge of implementing the new integrated solid waste planning program, the groundwater monitoring grant program, the “cease and transfer” program, and the remediation program for municipal landfills program. Established by the legislature, these new programs for municipal solid waste facilities will require a strong focus to insure that these programs are developed and implemented efficiently and cost-effectively. DEQ is aggressive in ensuring that program requirements are met to preserve primacy of the delegated programs, as applicable.

Achievements of Division

While SHWD is presented with several challenges, SHWD is proud to say that it has achieved significant achievements over the course of the past few years. For example, the STP tied with Montana for the highest compliance percentage in the country during 2013. Wyoming’s compliance rate was 96% compared with EPA’s goal of reaching 68% nationwide by 2015. This is due to the highly effective procedures put in place by the STP’s compliance section. The Storage Tank Program also completed 637 tank inspections during FY13, which is 33% of the active tank inventory. All tanks must be inspected at least once every 3 years to meet EPA mandates.

Since the inception of the STP, 1,606 contaminated sites have been identified. To date, 1,067 sites (66%) have been remediated to site-specific soil cleanup standards and EPA maximum contaminant levels (MCLs) in groundwater. Currently there are 397 sites (25%) under active remediation in 56 projects. Remedial action has not yet been initiated at 142 sites (9%). Sites continue to be added to the inventory as new releases occur or previously unknown sites are identified. However, due to an effective compliance program, the number of new sites added in recent years has been very low.

With regard to the Solid Waste Program, numerous reports have been provided to the Governor and the Legislature to identify municipal solid waste landfill remediation priorities. To date, Solid Waste has completed the initial assessment of groundwater at municipal landfills; completed the integrated waste management planning program; completed the statewide waste diversion/recycling program; and developed and adopted lifetime permits for municipal solid waste facilities in response to a change in the statutes by the legislature.

Application of Goal 1 to SHWD - To investigate, remediate and restore contaminated and disturbed sites.

Objective: SHWD through its programs will continue its efforts to remediate the contamination at sites where releases have occurred.

Strategy 1: The STP will continue to initiate remediation of contaminated sites as funding is available.

Strategy 2: The Solid Waste Program will continue to provide technical and permitting assistance to local governments, including the implementation of general permits for municipal landfill closure. The program will also implement recent “cease and transfer” and remediation legislation to ensure that landfill remediation and closure activities are conducted.

Strategy 3: The Hazardous Waste and VRP will continue to lead the remediation activities for contaminated sites including facilities regulated under the jurisdiction of RCRA Subtitle C. The remediation will be addressed both under the RCRA permit authority and the VRP.

Performance Measures: The STP will track the number of sites under active remediation, the reduction of sites waiting to go into a project, and the number of sites that have been fully remediated and closed out.

Performance Measures: The Solid Waste Program will begin implementation of the “cease and transfer” program using funds awarded by the State Loan and Investment Board by the end of fiscal year 2014. The initial implementation of the municipal landfill remediation program will be completed by the end of fiscal year 2014 including the development of all required rules and regulations.

Performance Measures: The Hazardous Waste Program will track the number of permits issued and number of VRP sites completed by the end of fiscal year 2015. It is anticipated that one permit will be issued and 15 VRP sites will be completed.

Application of Goal 2 to SHWD - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Objectives - All programs under SHWD collect environmental data as part of program operations. The data collected is primarily groundwater but soil and other data are collected where necessary. This data is primarily collected by consultants engaged on specific projects and activities.

Strategy: SHWD will continue to collect, manage and monitor environmental data required for program activities. SHWD will continue work to improve the internal IT systems and processes to increase the ease of entering and accessing all environmental data. Groundwater data will be entered into the DEQ groundwater database as appropriate. It is

anticipated that the DEQ groundwater database will be able to “mine” data from existing databases so that dual uploading of data will not be necessary.

Performance Measure: SHWD will have implemented appropriate IT improvements by the end of fiscal year 2015 that will improve the ease of entering and managing environmental data.

Application of Goal 3 to SHWD - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective: SHWD addresses this goal through permitting where required, inspection and enforcement, state-funded cleanup at STP sites, and voluntary actions. Federally delegated programs, such as under RCRA, must adopt regulations and standards no less stringent than federal law. SHWD fully complies with that requirement but works with the regulated community to explain the requirements and expedite permitting where appropriate and possible.

Strategy 1: STP will cleanup eligible sites as funding is available. Sites will be closed as soon as cleanup objectives (EPA MCLs in groundwater) are met.

Strategy 2: Hazardous Waste and Solid Waste will continue to work with potential permit applicants early in the permit development process to help them complete applications, and will issue draft and final permits.

Strategy 3: Hazardous Waste and VRP (including Brownfields) will continue to collaborate with responsible parties to complete investigations and remedial alternatives to meet cleanup standards. Orphan Site Program will perform investigations and remedial alternatives will be evaluated and implemented to meet cleanup standards.

Strategy 4: I&C will evaluate enforcement actions in consideration of how those actions may impact future development.

Performance Measures: The goal will be measured by the number of STP sites put into a remediation project during the year, the number of sites that went into O&M during the year, and the number that were closed during the year.

Performance Measures: Hazardous Waste and Solid Waste will measure performance based on the timeliness of issuing permits within statutory and regulatory requirements.

Performance Measures: The goal will be measured by the number of sites entered into the VRP or issued an Order, the investigation initiated or completed, and remedies evaluated, selected and completed. The goal for the Orphan Site Program will be measured by the number of sites where investigations and remedies are initiated and completed.

Performance Measures: I&C will compile any feedback received from responsible parties on potential economic development impacts from enforcement cases, and

provide to Administrator for review and decision on revisions to current and future enforcement actions.

Application of Goal 4 to SHWD - To ensure adherence with environmental standards and other requirements.

Objective: SHWD has a strong inspection and compliance program focused on ensuring compliance with permit requirements and adherence to environmental standards. The STP has one of the highest compliance rates of all tank programs nationwide, which demonstrates the success of the STP compliance program.

Strategy: SHWD will continue a strong inspection and compliance program. The STP will notify owners ahead of time of upcoming deadlines, which enables the owner to have the required testing/inspection completed before it is past due and the facility is out-of-compliance

Performance Measures: SHWD will track the number of inspections conducted and enforcement actions taken. SHWD will further track most common violations, compliance by general industry/waste activity sectors (mines, petroleum refineries, vehicle maintenance facilities, etc.) and enforcement case settlement values to detect trends and develop/apply resolutions. STP will track owner notifications.

Application of Goal 5 to SHWD - To develop a clear, concise and consistent regulatory framework.

Objective: As directed by the Office of the Governor, each agency is asked to review existing rules to determine if rules applicable to their respective agencies can be reduced by one-third in number and one-third in length.

Strategy 1: SHWD will review all existing regulations to evaluate where changes may be appropriate to eliminate redundancy, eliminate duplication, and make the rules easier to read and understand.

Strategy 2: SHWD will develop a single road map of all permitting activities that demonstrates the various permits required and the time lines for review and action by SHWD. This roadmap will serve as a guide to those seeking permits, to staff, and to stakeholders.

Strategy 3: The STP will update the MOA between DEQ and EPA.

Strategy 4: The Hazardous Waste Program will review the 2012 RCRA Hazardous Waste Program MOA between DEQ and EPA and the 2001 RCRA MOU between DEQ and EPA annually to determine whether updates are needed to meet current issues and requirements.

Strategy 5: The VRP will review the 2002 Superfund MOA between DEQ and EPA annually to determine whether updates are needed to meet current issues and requirements.

Performance Measures: All regulations will be reviewed for potential revisions by the end of fiscal year 2014. All regulations that are identified for revision will be revised during fiscal year 2015.

Performance Measures: The permitting roadmap will be completed by the end of fiscal year 2014.

Performance Measures: The MOA between EPA and the STP will be updated during fiscal year 2014.

Performance Measures: Work with EPA Region 8 to modify the 2012 MOA and 2001 MOU if changes to address current issues and/or requirements are identified.

Performance Measures: Work with EPA Region 8 to modify 2002 MOA if changes to address current issues and/or requirements are identified.

Application of Goal 6 to SHWD - To develop and maintain an outcome oriented workforce and culture.

Objective: SHWD recognizes that staff is the key to SHWD programs ability to be effective and successful. It will be important to ensure that staff secures appropriate training to improve professionally and be more effective in their programs.

Strategy: Staff will be provided the opportunity to pursue appropriate training that aids them in their professional development and improves their effectiveness. Staff meetings will be held to provide staff with opportunities to present new ideas on program improvements. Performance evaluations will receive full and thorough attention to help serve as work planning and development. As positions become vacant, careful consideration will be given to where those positions should be located in the future to best reflect the work load of SHWD.

Performance Measures: SHWD will measure this by staff attending training when funds are available. Training completed in the following order to best use fund resources: required training, needed training, and wanted training. Equitable distribution of training amongst all staff is considered when approving training programs. This will be measured by evaluating work load distribution and filling vacant positions in programs and offices based on projected workloads for the division and discussion between Program Managers and the Administrator. SHWD will be measured this by completing PMIs on time and using the PMIs as planning and development tools.

Application of Goal 7 to SHWD - To administer and manage the resources of the agency in a responsible manner.

Objective: SHWD will manage all programs to ensure the most cost-effective application of available funds and the most effective use of staff resources. The implementation of the two new

programs (cease and transfer and the municipal solid waste remediation program) will be managed in the most efficient and cost-effective manner possible to ensure that the funds that are made available are used wisely and accomplish the greatest amount of remediation as possible.

Strategy 1: Implementation of the cease and transfer and the municipal solid waste remediation programs will be done in a manner that results in the lowest administrative cost and the most cost-effective option for completing remediation.

Strategy 2: Continued implementation of the Corrective Action Account in a cost-effective manner. Cash flow projection spreadsheet is maintained and updated as cash flow changes so new projects can be started as soon as possible. Project costs are tracked monthly and future costs are revised at the end of the fiscal year based on the past fiscal year's data. Operation and maintenance data are reviewed as soon as reports are available and systems are shut down as soon as possible to minimize electricity and other operational costs.

Strategy 3: Orphan Site Remediation Program (OSRP) will draft a strategy memo that provides protection to human health and the environment, pursuing funding options and using the remaining AML funds as efficiently as possible in order to address the highest priority sites. Brownfields Assistance Program (BFAP) will provide assistance to local governmental entities in order to evaluate environmental conditions and put the properties back into productive reuse while being protective of human health and the environment.

Performance Measures: SHWD will implement the regulation requirements of the cease and transfer and landfill remediation programs will be completed by the end of fiscal year 2014.

Performance Measures: SHWD will measure STP's on-going update of cash flow projections based on monthly cost tracking and system shut down to complete remediation projects as quickly and efficiently as possible. New projects are started as soon as funds are available. Project costs are revised annually.

Performance Measure 3: The OSRP will implement an orphan site strategy and once implemented, will evaluate the budget balances and available site data monthly and adjust work priorities accordingly. The BFAP will work with grant recipients and the EPA Brownfields Program on an as-needed basis to facilitate federal funding options and evaluate state Brownfields budget balances monthly and provide assistance to at least one community per fiscal year.

Land Quality Division

The Land Quality Division (LQD) regulates surface mining operations, regulates surface operations on underground mines, ensures successful reclamation following mining to the post mining land use, and establishes bond amounts and hold bonds on mine operations. LQD is responsible for ensuring that mining is conducted to meet all state and environmental standards as established in the Environmental Quality Act (EQA). LQD is also responsible for ensuring that mining is conducted to protect the safety and welfare of the citizens of the state and that the impact on the environment is minimized. LQD currently regulates 844 mine operations, including 34 coal mines. Oversight of these operations requires review of 844 annual reports, and 1230 inspections.

Mining activities require a permit to operate. Permit types range from simple one-page documents for a fifteen acre gravel pit to complex 20-volume coal permits for over 50,000 acres. LQD has two programs; coal and non-coal. Under the provisions of the Surface Mining Control and Reclamation Act, LQD has primacy over the coal program in Wyoming. Therefore, rules for the coal program are consistent with federal rules and the EQA. Rules for the non-coal program are based on the EQA. Permits provide information on all activities associated with mining including exploration, mining, and reclamation commitments. LQD is responsible for reviewing and processing all permit applications to ensure compliance with environmental standards established through the EQA and LQD rules.

On average, approximately 475 permit actions are approved annually. These permit actions include approval of new permits, modifications of existing permits, including amendments of coal permits to allow for the addition of land to the existing permit. Approximately 25% of these permit actions are new permit actions, ranging from a very simple License to Explore, to more complex coal or uranium mine permits. The remaining 75% are permit actions associated with maintaining existing permits, which may be simple one-day approvals or major revisions which require public notice and comment.

Inspections are conducted by LQD staff to ensure consistency with permit commitments and compliance with the EQA and LQD Rules. The frequency of inspections ranges from monthly for the coal program to annual inspections for small, less active mine operations.

LQD bonding program is also a significant task, requiring the review of bond instruments and the responsibility of the technical staff is to ensure the bond amount is correct. LQD currently holds 1,055 individual bond instruments for a total value of \$3,158,758,526. In addition to the permit actions listed above, LQD approves annual renewal of many of these bond instruments, and changes in bond amounts that occur through the annual report review process.

Challenges of Division

LQD faces several challenges in the upcoming years. The largest challenge is the continuing task of balancing the extraction of Wyoming's mineral wealth in the most environmentally conscious means possible. In order to meet this task, LQD is faced with the challenge of developing long-term technical systems for capturing and managing vast amounts of permitting and environmental data associated with mining operations. Over the course of years,

system platforms and state requirements change, and adjusting to these changes, all the while capturing new data, will continue to be a challenge.

LQD must also deal with the challenge losing of a high percentage of senior technical staff due to retirements, and loss of considerable institutional knowledge. Recruiting and training new staff to fill these positions will be a continual, sustained challenge. However, this natural attrition provides opportunities to re-evaluate position utilization, and move/reclassify a position as the current circumstances merit.

Finally, LQD must address recent state and federal budget cuts, coupled with forecasting future budget constraints in long-term strategic planning which will present a sustained challenge.

Achievements of Division

LQD is proud of its many accomplishments in managing the development and reclamation of the coal resources in Wyoming. Wyoming coal mining accounts for approximately 40% of the nation's coal production; the sheer size and dynamic nature of coal operations in Wyoming present a challenge. LQD continues to administer a rigorous Title V SMCRA Coal program regulating this industry, even considering the formidable challenges of increasing coal production, increasing permit sizes, and increasing disturbance acres. The LQD program includes commitments to review and approve permit actions, conducting inspections, ensuring that operators are in compliance with permit commitments and regulations, and addressing required program amendments. LQD met inspection requirements, approved 193 permit actions, and addressed 41 program deficiencies. Through the annual report process, LQD found all coal permittees to be in compliance with their permit commitments.

LQD is also currently developing an electronic permitting process, which includes components for electronic inspection reports, electronic permitting, workflow, electronic records management, and a database. Electronic permitting will enable applicants to submit online permits, permit revisions, and other permit actions that will facilitate faster and easier submittals, and more efficient and effective reviews by LQD and other agencies. The project and its components are being implemented in four phases, the first of which rolled out in the fourth quarter of 2012, and the final phase will be completed the second quarter of 2014. LQD is vigorously pursuing ways to improve timeliness of permitting. Careful tracking of received and approved permit actions has facilitated a greater understanding of LQD workloads and assured that statutory deadlines for permit application review and approval are met.

LQD is also proud of its efforts in inspecting mines across Wyoming. For coal mines, LQD is required to inspect all active coal mines monthly. One inspection per quarter is required to be a complete inspection. Therefore, each active coal mine is inspected twelve times per year, with eight monthly/partial inspections and four quarterly/complete inspections. Inactive coal mines are inspected quarterly, with no monthly inspection requirements. LQD inspected 23 active mines and 11 inactive mines, totaling 287 coal mine inspections last year, and met all OSM requirements for mine and records inspection.

LQD permitting program has many partners in other agencies. Smooth interactions among these agencies greatly facilitate timeliness of permitting. Many mine operators also must obtain some type of approval from one or several federal agencies, including the Bureau of Land Management (BLM), the Office of Surface Mining (OSM, coal only), and/or the Nuclear

Regulatory Commission (NRC). As a consequence, the LQD has developed MOUs and working agreements with all of these agencies, and participates in quarterly phone calls. These interactions result in better coordination among the agencies and improved regulatory efficiency.

Application of Goal 1 to LQD - To investigate, remediate and restore contaminated and disturbed sites.

Objective: LQD will develop a systematic approach to remediating and restoring sites associated with forfeited mining activities.

Strategy: LQD will maintain a list of forfeited mining sites across the state, along with their associated forfeited bond amounts. As sites complete the forfeiture process, the site is added to the list.

Performance Measures: In achieving this strategy, LQD will: (1) update the forfeited site list quarterly; (2) understand the scope and source of capital investment (in addition to the forfeited bond value); (3) identify the necessary human resources to prioritize this work, from not only the perspective of the Land Quality Division, but potentially from the perspective of multiple DEQ divisions; (4) group and prioritize work across the state into appropriate contract scopes; (5) initiate processes for soliciting contracting for necessary design and construction services; and (6) complete the remedial construction work.

Application of Goal 2 to LQD - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Objective: LQD is committed to completing an extensive IT project that is planned to convert permits to electronic formats.

Strategy: LQD will implement the electronic permitting program in segments, starting with simple permits and progressing to more complex permits. In addition to electronic permitting, an electronic inspection application will be implemented to reduce the time to complete a report, allowing more time to focus on permitting.

Performance Measures: LQD's IT initiatives will be deployed by June 30, 2014.

Application of Goal 3 to LQD - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective 1: LQD will accomplish Wyoming Energy Strategy Initiative 4H, Agreement Status to Give Wyoming Regulatory Authority over Radioactive Materials. In 2013, the legislature passed House Enrolled Act 100 directed that a feasibility study be conducted to determine the feasibility for the state of Wyoming to become an agreement state under the Atomic Energy Act for licensing of source materials and their recovery, and standards for radiation protection. Agreement State status would allow the State of Wyoming regulatory authority over radioactive materials and could eliminate dual jurisdiction with the Nuclear Regulatory Commission. The DEQ, in conjunction with the Attorney General's office and the Governor's office, will manage the study.

Strategy: LQD will complete a feasibility study that will discuss the process of becoming an Agreement State and will be described in a “process-flow” format to provide both the Governor, the State Legislature, and DEQ with an appropriate insight as to the potential time and resource commitments required to become an Agreement State and to maintain and operate the program for as long as the State deems it appropriate to retain such regulatory authority.

Performance Measures: LQD will complete the feasibility study and present it to the Minerals Committee by December 1, 2013.

Objective 2: LQD will accomplish Wyoming Energy Strategy Initiative 5D Uranium Reporting Guidelines. This initiative, specific to the in-situ and surface mine uranium industry, is intended to develop a reporting and permit maintenance “roadmap” of reporting activities, “post-permit issuance”, to determine the monthly, quarterly, annual, or otherwise required data report from industry to DEQ, NRC, BLM, EPA and other state or federal entities.

Strategy: LQD will develop and complete the NRC Agreement State Feasibility Study (Wyoming Energy Strategy Initiative 4H). Upon completion of the Feasibility Study, LQD will then begin discussions with the various associated agencies, in an effort to eliminate or streamline reporting requirements, based on areas of jurisdictional authority.

Performance Measures: LQD will complete the Feasibility Study by December 1, 2013. Upon completion of this study, inefficiencies will be identified to determine what is required to be reported to DEQ versus other regulatory authorities. With the roadmap identification of duplicative reporting, the ability for operators to streamline reporting requirements would occur.

Application of Goal 4 to LQD - To ensure adherence with environmental standards and other requirements.

Objective: LQD is proud of its inspection program and will continue to strive for excellence in the inspections of mines throughout Wyoming.

Strategy: LQD will conduct inspections as required with the goal of identifying and correcting any identified environmental issues.

Performance Measures: LQD will track the number of inspections conducted monthly at coal and non-coal mines.

Application of Goal 5 to LQD - To develop a clear, concise and consistent regulatory framework.

Objective: As directed by the Office of the Governor, each agency is asked to review existing rules to determine if rules applicable to their respective agencies can be reduced by one-third in number and one-third in length.

Strategy 1: The Land Quality Division will embark on a review of its existing rules, and identify reductions that can be achieved.

Strategy 2: Coinciding with Wyoming Energy Strategy Initiative 4A, LQD will assist with developing an Inventory of State and Federal Cooperative Agreements. Initiative 4A is intended to create a statewide inventory of existing Memorandums of Understanding and Agreements between the State of Wyoming and federal agencies. Creating this database will catalog the cooperative relationships and shared responsibilities Wyoming has with partners around the state.

Performance Measures: LQD will complete its review and the results of such evaluation will be reported to the Land Quality Advisory Board during its August 2013 meeting, and subsequently reported, collectively with all DEQ Divisions, to the Governor's office.

Performance Measures: In cooperation with Energy and Natural Resources Subcabinet Agencies, other local, state and federal government partners as needed, private groups and individuals with demonstrated expertise, LQD will assist with completion of Initiative 4A.

Application of Goal 6 to LQD - To develop and maintain an outcome oriented workforce and culture.

Objective: LQD will continue rigorous position justification assessments, by evaluating the need for, or classification of, that position in its current capacity, as positions become available from attrition, or as staffing needs change based on industry trends. Through proper assessment of regulatory need for mining industries statewide relative to staffing expertise and availability, decisions can be made to where and how to fully utilize available human resources.

Strategy: LQD will conduct an on-going assessment of the regulatory need for the various mining industries statewide relative to staffing expertise and availability.

Performance Measures: LQD will make adjustments based on the on-going assessment to accommodate a surge in demand in a particular area.

Application of Goal 7 to LQD - To administer and manage the resources of the agency in a responsible manner.

Objective: LQD will manage its program to ensure the most cost-effective application of funds and the most effective use of staff resources.

Strategy: LQD will continue to manage the program with a strong focus on fiscal restraint.

Performance Measures: LQD will manage the program in accordance with its approved budget.

Industrial Siting Division

The purpose of the Industrial Siting Division (ISD) is to provide a mechanism to assess and mitigate adverse effects of major industrial facilities on the social, economic and environmental conditions of communities in Wyoming. This purpose is accomplished by coordinating the timely processing of permits for the construction of large industrial facilities. Permit applications are reviewed for completeness and evaluated to ensure that impacts from the project are identified and properly mitigated. ISD represents the State's interest at the contested case hearing for projects and provides recommendations to the Industrial Siting Council (Council) for specific permit conditions as well as the advisability of the issuance or denial of permits.

The Industrial Siting process also establishes closure of other local and state government requirements (with the exception of the Public Service Commission and the DEQ.) This allows projects to have certainty that no additional permits will be required after the Council has issued a permit. The process also establishes a distribution ratio amongst affected local governments for impact assistance funds.

In addition to the permitting of large industrial facilities, ISD is also responsible for monitoring the construction of permitted facilities to determine if construction is taking place in compliance with the permit issued by the Council.

Challenges of Division

The biggest challenge facing ISD is coordinating its limited workforce with the demand for permits on an unknown timetable. ISD consists of one Administrator and two Principal Economists. Currently, one of the Principal Economist positions is frozen leaving considerable work for the remaining position. In addition, ISD has little control over when projects will file applications. This makes it difficult to provide sufficient time for ISD to accomplish its duties or reviewing the first application before the next application is submitted. ISD anticipates the submission of four applications within the next year and expects that there will be two to three modifications to existing permits that will require considerable attention from the staff.

Achievements of Division

While ISD is faced with challenges in its permitting program, it has achieved significant results. ISD is proud of its track record for the review and processing of applications. The statutorily prescribed time limit from application submittal to written decision of the Council is 135 days. Since 2006, ISD has averaged 101 days. ISD is also proud of its public outreach and engagement with stakeholders. ISD maintains a constant dialog with industry, consultants, environmental organizations, county and local officials and other state and federal agencies.

Application of Goal 1 to ISD - To investigate, remediate and restore contaminated and disturbed sites.

ISD is not directly responsible for remediation and restoration of industrial facilities. However, permits for wind generation facilities require reclamation plans and bonds to assure that disturbed areas will be properly reclaimed. ISD's reclamation requirements are independent from those established by other divisions of DEQ.

Application of Goal 2 to ISD - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Objective: Staying informed on potential projects is crucial to the success of the Division. In the pursuit of this objective, the Division must develop and maintain relationships with the regulated industry as well as other state and federal agencies.

Strategy: ISD will continue to develop relationships with stakeholders in order to stay informed on projects throughout Wyoming. ISD will accomplish this by continuing coordination with County Commissioners, outreach to the public, and federal agencies.

Performance Measures: ISD will schedule and hold four Renewable Energy Coordination Committee meetings and two informational meetings with County Commissioners in the area of proposed projects in 2014.

Application of Goal 3 to ISD - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective: ISD is committed to timely processing permits which will allow projects to begin construction on schedule and encourage economic development in Wyoming.

Strategy 1: ISD will review and process 100% of the applications it receives in 2014 within the timelines prescribed by the Siting Act.

Strategy 2: ISD will prepare a permitting timeline map to guide applicants through the permitting process.

Performance Measures: ISD will process 100% of applications within the statutory timeframe.

Performance Measures: ISD will complete the permitting timeline by December, 2014.

Application of Goal 4 to ISD - To ensure adherence with environmental standards and other requirements.

Objective: ISD is committed to monitoring facilities to assure that the facilities are constructed and operated in accordance with the conditions of its permit. ISD performs this task by requiring quarterly reports during the construction period and other updates after construction is completed to assure that all conditions are addressed.

Strategy: ISD will continue to monitor facilities for compliance with conditions of permit and develop quarterly reports to report the progress to the Industrial Siting Council.

Performance Measures: ISD will monitor 100% of facilities in construction to assure compliance and timely present this information to the Council quarterly in 2014.

Application of Goal 5 to ISD - To develop a clear, concise and consistent regulatory framework.

Objective: As directed by the Office of the Governor, each agency is asked to review existing rules to determine if rules applicable to their respective agencies can be reduced by one-third in number and one-third in length.

Strategy: ISD will initiate rulemaking to update its regulations.

Performance Measures: ISD will initiate and complete its rulemaking process by the end of 2014.

Application of Goal 6 to ISD – To develop and maintain an outcome oriented workforce and culture.

Objective: ISD recognizes that staff is the key to the program's ability to be effective and successful. It will be important to ensure that staff secures appropriate training to improve professionally and be more effective in their programs.

Strategy: ISD staff will be provided the opportunity to pursue appropriate training that aids them in their professional development and improves their effectiveness in their programs.

Performance Measures: Staff will attend two appropriate training programs through 2014.

Application of Goal 7 to ISD - To administer and manage the resources of the agency in a responsible manner.

Objective: ISD will manage its program to ensure the most cost-effective application of funds and the most effective use of staff resources.

Strategy: ISD will continue to manage the program with a strong focus on fiscal restraint.

Performance Measures: ISD will manage the program in accordance with its approved budget.

Abandoned Mine Lands Division

The Wyoming Abandoned Mine Lands Division (AML) is responsible for reclaiming and remediating lands disturbed by historic mining activities prior to the passage of the Surface Mining Control and Reclamation Act in 1977. Reclamation includes, but is not limited to, reclaiming open pits and shafts, addressing mine subsidence features, mine fire impacts, and watersheds impacted by the historic mining. Important elements of the reclamation activities are the re-vegetation of those disturbed sites and creation of stable landforms, which will return the land to the previous land use and re-establish appropriate habitat for wildlife. AML also focuses on mitigating the impacts from historic underground coal mining in communities in the state.

AML also administers the Mine Subsidence Insurance Program. The subsidence insurance program offers homeowners and businesses in communities impacted by historic underground coal mining insurance to repair damage that may result from mine related subsidence. The insurance is an option available to homeowners and businesses for a reasonable fee. This program operates strictly as an insurance program.

Challenges of Division

AML has experienced significant variations in funding over the years. AML is funded through the Office of Surface Mining from funds collected through a mine reclamation fee assessed on each ton of coal produced. The Surface Mining Control and Reclamation Act (SMCRA) includes a provision that each state, including Wyoming, would receive an amount equal to 50% of the mine reclamation fee collected in that state. Historically, Congress did not appropriate the full 50% funding resulting in reduced reclamation resources for Wyoming. In 2007, SMCRA was amended to return the funding to the full 50% state share resulting in a significant increase in funding for Wyoming. In 2012, Congress further amended SMCRA to limit AML reclamation funding for Wyoming to a maximum of \$15 million per year. This significantly reduced the funding available for reclamation in Wyoming. The wide swings in funding have made long-term reclamation planning difficult. The Wyoming AML program has recently adjusted the project planning schedule to reflect the reduction in funding through the next ten (10) years.

Achievements of Division

Since the initiation of AML reclamation activities in Wyoming in 1983, reclamation activities have included restoration of approximately 26,790 acres of degraded and unproductive abandoned mine land to beneficial use as wildlife habitat and rangeland. Additionally 2,742 mine openings have been closed, and over 700,000 linear feet of dangerous highwalls have been remediated. Since its inception, AML has resorted over 140 miles of impaired streams. In 2012 alone, AML reclaimed approximately 724 acres of unproductive abandoned mine lands, closed 140 mine openings, and reduced 4,236 linear feet of dangerous highwalls, and restored 7.3 miles of impaired streams.

AML has also worked closely with other state agencies such as the Wyoming Game & Fish Department (WGFD) and the State Historic Preservation Office (SHPO) and with federal agencies such as the BLM and the Forest Service to preserve important resources, and establish appropriate seed mixes for sensitive wildlife species, such as sage grouse.

In recent years, AML has implemented a geomorphic design into the reclamation of areas with surface disturbance. This process seeks to match the surrounding undisturbed landform and create areas that will capture snow, control erosion and result in more successful re-vegetation of those sites. This process has been further refined and modified to achieve significant success on the ground.

AML has also mitigated the impacts of historic underground coal mining in communities across the state. The mitigation has been primarily through grouting of the shallow voids that existed under the communities. Grouting involves the injection under low pressure of a cement grout into the shallow voids to reduce the potential for future mine subsidence that could impact structures or infrastructure. Historically, grouting activities have been conducted in Communities such as Buffalo, Glenrock, Rock Springs, Superior and Kemmerer. To date, it is estimated that about 16,030 holes have been drilled to inject approximately 407,129 cubic yards of grout for underground mine mitigation

AML contracts with consultants to perform field work, design and construction management for reclamation projects. Reclamation construction is competitively bid. All construction contracts include the 5% in-state bidder's preference resulting in a strong contracting opportunity for Wyoming contractors. These reclamation activities have resulted in work for contractors, jobs for Wyoming residents and economic impact to Wyoming communities. To date, it is estimated that Wyoming AML has awarded 208 consulting contracts and 980 reclamation contracts.

Application of Goal 1 to AML - To investigate, remediate and restore contaminated and disturbed sites.

Objective: AML will continue to pursue the goal of reclaiming historic mining activities with the following strategies.

Strategy 1: AML will continue to update the Wyoming abandoned mine land inventory to include any new sites or features that are discovered.

Strategy 2: AML will continue to review sites on the abandoned mine land inventory to determine the highest priority sites to reclaim with the limited funding that remains.

Strategy 3: AML will continue to work with Wyoming communities such as Rock Springs to address mitigation priorities for critical infrastructure and structures within their communities.

Strategy 4: AML will seek to review projects in crucial habitat areas that were previously reclaimed to determine if further re-vegetation should be conducted to further improve appropriate vegetation.

Strategy 5: AML will continue to investigate and manage soils to increase the odds of successful reclamation.

Performance Measures: AML will measure its success by the numbers of hazards abated and the number of acres restored to beneficial use. Metrics would include such items as the numbers of open shafts or portals closed, linear feet of dangerous highwalls reduced, and miles of stream channels restored, as well as estimates of acres of disturbed lands returned to beneficial use.

Application of Goal 2 to AML - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Objective: AML will strive to improve the surface water, groundwater and vegetation impacted by past mining activities through sampling and post reclamation monitoring.

Strategy 1: AML will share water quality data from AML reclamation programs with other divisions within DEQ to ensure that the sampling results are made a part of the DEQ water database.

Strategy 2: AML will continue to conduct post-reclamation monitoring and where necessary and appropriate will develop a plan to perform further reclamation.

Performance Measures: AML will track project completions in the federal Abandoned Mine Land Inventory System Database (AMLIS).

Performance Measures: AML will close out the post-reclamation monitoring for a project and ensure the recordation of Certificates of Completion in the appropriate county courthouse certifying the project is complete and accepted.

Application of Goal 3 to AML - To apply environmental standards and requirements that protect the environment while allowing for responsible economic development.

Objective: AML is committed to work with other state agencies and federal land managers to ensure that the appropriate environmental standards are being applied to abandoned mine land reclamation. In keeping with the Governor's Energy Strategy, AML also works with developers and utility companies that are proposing projects in areas where past mining may have occurred.

Strategy: AML will respond to all inquiries for information and, where necessary, conduct limited exploration drilling for further information.

Performance Measures: All inquiries will be addressed and documented.

Application of Goal 4 to AML - To ensure adherence with environmental standards and other requirements.

Objective: AML is committed to following all environmental and permitting requirements during reclamation activities. AML also works closely with the WGFD to ensure that the most appropriate wildlife safeguards are in place such as seasonal stipulations. This coordination also includes work with other state agencies and federal land managers on reclamation and re-

vegetation standards and requirements. AML also works closely with SHPO to ensure that all cultural and historic standards are identified, and that significant cultural properties are properly protected.

Strategy: AML will work closely with other state and federal agencies to determine the appropriate standards to include in all reclamation. AML will continue to work with all surface and mineral owners as well as any lessees to identify site specific reclamation strategies.

Performance Measures: AML will continue to perform NEPA compliance analyses on all projects and to consult with appropriate federal agencies, SHPO, and WGFD on threatened, endangered, and sensitive species, crucial wildlife habitat, wetlands and floodplains, and cultural resources, as well as consulting with the Tribes on issues of Native American concern. Where necessary the AML projects will incorporate appropriate mitigation actions.

Application of Goal 5 to AML - To develop a clear, concise and consistent regulatory framework.

Objective: As directed by the Office of the Governor, each agency is asked to review existing rules to determine if rules applicable to their respective agencies can be reduced by one-third in number and one-third in length.

Strategy: AML's regulations are largely driven by federal regulation and must meet the requirements of the federal program. AML will review its regulations to determine if reductions can be made to streamline its rules and maintain the requirements of the federal program.

Performance Measures: AML will complete its review of its regulations by the end of 2013.

Application of Goal 6 to AML - To develop and maintain an outcome oriented workforce and culture.

Objective: AML strives to maintain a work environment that is positive and encourages attention on the positive outcomes of each staff member and every project.

Strategy: AML will hold annual staff meetings to focus on what is working and what needs improvement, new developments or pending changes for each of the AML partners, and identify issues or concerns that will need attention.

Performance Measures: AML will hold one annual staff meeting each year.

Application of Goal 7 to AML - To administer and manage the resources of the agency in a responsible manner.

Objective: AML is committed closely managing projects and all contracts to ensure that the funding is used in the most cost-effective manner thereby allowing the available funding to achieve the maximum benefit for Wyoming.

Strategy: AML will work closely with the DEQ Administration Division to closely track and monitor all expenditures and to explore opportunities to control costs. AML will also continue to work cooperatively with funding partners such as BLM.

Performance Measures: AML will continue to monitor the workloads of AML Project Managers and future funding levels to ensure resources are being utilized effectively and efficiently to address the most hazardous sites first.

Administration Division

The Administration Division performs or secures, in support of the Director's Office and all of the DEQ's divisions, administrative services to assist the DEQ programs, activities, and personnel. Administration also provides financial management support, supplies personnel support to ensure effective management of human resources while protecting the employee rights and safety, coordinates emergency response actions for the agency, supplies information technology support, establishes internal policies, coordinates information requests and press releases through the public information office, manages the DEQ's inventory, promotes operational efficiency, and provides timely and adequate information, direction, and other assistance required to fulfill the DEQ's purpose.

The Office of Outreach is also part of the Administration Division. This section provides information, assistance and anon-regulatory channel of communication between the DEQ and the businesses we serve through the Information Technology Coordinator. This section also provides information to minimize environmental impacts through a combination of pollution prevention opportunities.

The final part of Administration is the Emergency Response Coordinator and serves on the State Emergency Response Commission (SERC); EPA's Region 8 Regional Response Team, and the Waste Isolation Pilot Project (WIPP) Radiological Response Team.

Challenges of Division

The primary challenge facing Administration is the ongoing changes in federal grant requirements and funding levels. The change in federal grant requirements impacts DEQ's fiscal structure and often requires changes in state budgeting policies and procedures. Finally, Administration is also challenged by the rapid changes to Federal and State Human Resource laws, regulations, and policies.

Achievements of Division

The Administration Program manages federal grants, as well as AML pass through projects; and has fiscal contract management responsibility for over 300 contracts at any given time, processing over 4,000 contract payment requests each year. The program processes over 30,000 fiscal documents per year and maintains an inventory of agency assets exceeding \$2.2 million dollars.

The Emergency Response Program Coordinator receives and processes over 500 spill reports per year and serves on the State Emergency Response Commission (SERC); EPA's Region 8 Regional Response Team, and the Waste Isolation Pilot Project (WIPP) Radiological Response Team. The Outreach Section, contacts 1000+ business/biennium providing environmental information and education.

Application of Goal 1 to ADM - To investigate, remediate and restore contaminated and disturbed sites.

Objective: It is Administration's goal to respond to spill reports in an expedient manner and refer them to the appropriate Division for further remediation if necessary. Administration also tracks spill reports to assure cleanup and resolution is reached.

Strategy: Administration will develop and implement an IT spill tracking system 2.0. Administration will establish clear lines of communications with each division with appropriate tracking of referred spills and provide an annual report to the Director.

Performance Measures: Administration will track the number of spills referred and resolved versus referred and unresolved. The spill database will be used to show unresolved spills.

Application of Goal 2 to ADM - To collect, manage and monitor the environmental data needed to accomplish agency responsibilities.

Administration's monitoring responsibilities involve monitoring of spill reports, as described above, to assure that the spill is adequately addressed. Administration will continue to monitor these reports.

Application of Goal 3 to ADM - To apply environmental standards and requirements that protects the environment while allowing for responsible economic development.

Objective: Administration is committed to answer questions and disseminate environmental standards to the public via its Outreach program.

Strategy 1: Administration will develop a written Outreach and P2 plan yearly specifically addressing the contact procedures that will be used to reach parties.

Strategy 2: Administration will develop a DEQ web page which provides public with up-to-date information on DEQ issues.

Performance Measures: Administration will annually develop the written Outreach Plan.

Performance Measures: Administration will complete the update of the DEQ website by the end of 2014.

Application of Goal 4 to ADM - To ensure adherence with environmental standards and other requirements.

Administration does not have responsibilities for tasks related to this goal.

Application of Goal 5 to ADM - To develop a clear, concise and consistent regulatory framework.

Administration does not have responsibilities for tasks related to this goal.

Application of Goal 6 to ADM - To develop and maintain an outcome oriented workforce and culture.

Objective: Administration is committed to communicate benefits and opportunities to staff, and emphasize appropriate staff training and development.

Strategy: Administration will establish formal and informal communication lines including monthly HR newsletter to provide employees with information on benefits and Agency development opportunities.

Performance Measures: Administration will send a monthly newsletter to staff members in order to better educate about benefits and other development opportunities.

Application of Goal 7 to ADM - To administer and manage the resources of the agency in a responsible manner.

Objective: - Administration is committed to ensuring fiscal compliance with state and federal audit principles.

Strategy: Administration will establish and maintain intern accounting controls, through policy.

Performance Measures: Administration will track its progress through audit exceptions.