



FY 2016-2019 Strategic Plan

Submitted

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By

Wyoming Department of
Environmental Quality

Message from the Director

The Wyoming Department of Environmental Quality continues to be 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 stake holders, other state agencies, and the Office of the Governor to accomplish those measures set forth in the Governor's Energy Strategy and Water 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 or todd.parfitt@wyo.gov.

Todd Parfitt



Director,

Wyoming Department of Environmental Quality

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 2001 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 266 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.

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 (the air we breathe) in the State of Wyoming. The U.S. Environmental Protection Agency (EPA) sets National Ambient Air Quality Standards (NAAQS) for six criteria pollutants (PM, NO₂, 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 Wyoming state and EPA's federal regulations provide tools to set limits on the amount of man-made pollution that can be emitted to the atmosphere. AQD's greatest challenge remains in understanding how air pollution affects ambient air and how to work with industry to allow continued economic growth while ensuring all our citizens breathe air that meets air quality standards to protect their health.

A second challenge is the rate at which new federal air regulations are being promulgated, while existing regulations evolve and continue to change, especially in the last few years. New and revised federal regulations result in numerous obligations with fluctuating timelines and consequences for states. The first is the obligation to revise their regulations so that a subsequent State Implementation Plan (SIP) submittal, detailing state implementation of the new requirements, can be made in a timely fashion to the EPA to retain primacy. 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 or finalizes controversial regulations.

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. Additionally, the EPA is proposing to lower the 8-hour ozone standard in the year 2015. Many of the ozone precursor emission thresholds listed in the NSPS and the compliance methods described therein duplicate 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. 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 NAAQS by July 20, 2015. Leading up to the 2012 designation, AQD was proactively putting VOC and NO_x reduction strategies in place 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. Our efforts and the efforts of industry have resulted in improved air quality and EPA, on August 27, 2015, published a Determination of Attainment for the UGRB.

AQD continues to work hard to provide good customer service and keep pace with the tremendous growth of the energy industry as well as associated increases of air pollution. Permit application rates remain steady at more than 1500 per year, consistent with the last fiscal year and greater than the four years previous. There has been a huge increase in ambient monitoring 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. As a result, the ongoing design and implementation of the IMPACT data system has created a means to integrate the large amounts of data and information which are generated within the various AQD programs (Permitting, Compliance, Emission Inventory, and Monitoring) and submitted by industry, into IMPACT in order to better serve the needs of the AQD staff and its customers. The IMPACT system is also helping to facilitate the transition from existing legacy data systems over to IMPACT, and has created new business processes, which collectively, are allowing the AQD to consistently manage these data and information, while providing enhanced customer service to industry. AQD presence in the field also remains a strong component of our program. 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 synthetic 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. 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 every five years, and the Division's Network

Plan that is reviewed every year. These reviews are 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. The *Upper Green River Basin (UGRB) Ozone Strategy* will evolve and the document will be revised to describe the DEQ's overall ozone reduction strategy to help bring 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 permit programs. This is important so that the rate of permit issuance can keep pace with the demand for air permits from the energy industry and other businesses in our state. There are a number of ways that AQD strives to do this. The first is to incorporate any streamlining efforts that became apparent from ongoing continuous improvement analysis of the programs. We are focused on continued efforts to reduce delays and rework associated with incomplete permit applications. AQD is also engaged in timely regulatory and guidance revisions so that energy development can move forward. Additionally, the agency continues with the development and 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. 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: The ongoing development of the IMPACT system will continue while the Permitting, Compliance, Emission Inventory, and Monitoring groups use the system for day-to-day tasks. The goal is to continue to foster industry adoption of the IMPACT system by providing timely and consistent support and training. In addition, AQD will continue reaching out to industry to use the IMPACT system for electronic data and information submissions, while satisfying paperless office initiatives.

Performance Measures: AQD is targeting completion of revisions to the Oil and Gas Presumptive BACT Guidance by the end of the 2015 calendar year.

Performance Measures: The IMPACT system is becoming the Division's central enterprise system for the AQD, which includes retirement of corresponding legacy systems. IMPACT will allow AQD to continue to enhance existing business processes while developing ways to meet the agency goals electronically.

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 identify streamlining opportunities. In addition to the Governor's directive, AQD is always challenged with the task of keeping pace with EPA's new and updated 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.

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 to increase staff knowledge and job satisfaction as well as orient new staff. Staff participation will be available to all staff and can be in the form of training, course work, and peer mentoring.

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

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

Principal goals of the Water Quality Division (WQD) are to ensure the proper disposal of wastewaters, ensure the proper design of water and wastewater treatment facilities, to monitor and evaluate the quality of surface and groundwater, and to require and to facilitate the clean-up of water quality impaired surface and groundwater. The WQD works to accomplish these goals through the operation of four (4) distinct sections:

The Wyoming Pollutant Discharge Elimination System (WYPDES) Section permits the discharge of wastewater effluent 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 831 active individual WYPDES permits and there are 1961 active authorizations to discharge under "general" WYPDES permits.

The Groundwater Section includes the Underground Injection Control (UIC) program which permits the discharge of wastewater effluent into subsurface geologic formations and aquifers. These permits contain limits on the quality of the discharge based on aquifer or groundwater conditions and standards, and establish self-monitoring and reporting requirements for the permittees. There are currently 156 active individual UIC permits and there are 469 active authorizations to discharge under "general" UIC permits. In addition to the UIC program, the Groundwater Section is responsible for overseeing the cleanup of legacy groundwater contaminated sites such as at historic spill sites and coordination with the Department of Defense on cleanup of Formerly Used Defense Sites (FUDS), such as the former Atlas Missile Sites in Laramie and Platte counties.

The Water/Wastewater Section permits the construction of water and wastewater treatment facilities to design criteria established in regulation by the division. In 2015, the section issued 511 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 coordinates with the Office of State Lands and Investment and the Wyoming Water Development Office or in the management of the federal program for funding of construction of water and wastewater systems via the State Revolving Fund (SRF). In 2015, the amount of SRF funds distributed was approximately \$31.5 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 grant (i.e. CWA Section 319) monies which are granted to local governments and conservation districts for water quality improvement projects, such as constructed wetlands below storm sewer outlets and stream stabilization and restoration projects. 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 permits (i.e. CWA Section 404) for dredge and fill activities.

Challenges of Division

Permitting - 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 and Class III injection wells for in-situ uranium mining. 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. UIC program staff are also challenged to improve efficiencies in permitting and 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 the reclamation of on-channel coal bed methane (CBM) impoundments. Overall, WQD is challenged by a lack of consistency between sections regarding compliance and inspection procedures, and development of proper documentation to support enforcement actions.

Monitoring and Corrective Action - WQD continues to be challenged to implement measures to facilitate the reporting of compliance monitoring water quality data electronically. The Watershed Section will be challenged to develop and implement appropriate criteria for the use of water quality data submitted for use support determinations by third parties and with implementation of QA/QC procedures to ensure the credibility and defensibility of data collected by the section, as well as provided by third parties. The Watershed Section will also be challenged to implement a plan that re-evaluates the appropriate designation of stream segments currently categorized as '4C' waterbodies. 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 two years. WQD has worked collaboratively with several CBM operators to oversee the successful reclamation of their CBM impoundments or transfer of ownership to landowners. WQD senior staff have coordinated with the State Engineers Office to develop and provide education and outreach to landowners regarding administrative processes for converting former CBM impoundments into private reservoirs and stock ponds. In one case, WQD has worked through its enforcement program with the bonding agent for a large, former CBM producer to identify on-channel pits that will be reclaimed, or transferred back to private ownership. During the past two years WQD has undertaken significant equipment replacement and upgrades to its water quality laboratory to improve its efficiency in terms of both time and overall cost per sample analyses. Additionally, WQD completed the first phase of one of the Governor's Energy Strategy initiatives by developing a groundwater data management prototype (i.e. RBDMS) that will enable the sharing and evaluation of groundwater quality data among all divisions at DEQ. WQD also completed an evaluation of un-bonded, commercial oilfield waste disposal impoundments in order to better understand the financial resources that would be needed to properly close and remediate these sites in the event of owner default. WQD has continued to coordinate with the Department of Defense

and to utilize its contractors to represent state interests in the investigation and cleanup of Formerly Used Defense Sites. In addition, WQD has continued with its investigation of groundwater quality concerns expressed by residents in the Pavillion area and coordinated with both the BLM, EPA, and Pinedale Anticline operators to develop a science-based approach for long-term monitoring of groundwater quality in the Pinedale Anticline area.

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

Objective 1: WQD will continue reclamation and investigation of former Atlas missile sites.

Strategy 1: 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 Measure: By October 1, 2015, WQD will have contracts in place to contract with outside consulting service on an as-needed basis.

Objective 2: WQD will complete its final Pavillion, WY investigative report that will provide data and analysis of ground water quality concerns expressed by residents of the Pavillion area.

Strategy 2: Release draft report for public review and comment.

Performance Measure: WQD will release its final report following public comment by March 30, 2016.

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

Objective 1: 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 1: 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 focused on mapping existing electronic databases to a newly constructed groundwater data interface accessible to all DEQ users and was completed in 2015. The second phase of development will focus on development of an electronic data deliverable (EDD) for future groundwater data reporting to the Divisions. The development will also consider how to make data accessible to the public.

Performance Measure: WQD anticipates development of the EDD by end of 2015. By Jan. 1, 2016 WQD will develop a plan to begin to facilitate and encourage the reporting of groundwater quality data to DEQ electronically.

Objective 2: Water quality data integrity is vital to ensure the proper use of state resources and ensure protection of surface water quality. Data quality assurance and quality control (QA/QC) are recognized processes for validating the collection and analysis of data. QA/QC expectations are described in both federal and state regulations and statutes, as well as agency policy and guidance documents. The Wyoming Department of Environmental Quality (WDEQ) is charged with ensuring that appropriate data is used for regulatory decision making, as well as conducting activities like developing rules and regulations, permitting, and determining surface water quality standards attainment. In accordance with the Governor's Water Strategy Initiative #8, WQD will evaluate the adequacy of its current QA/QC systems when using data collected to support regulatory decision making.

Strategy 2: Evaluate internal QA/QC processes related to surface water monitoring and laboratory practices to ensure all collected and analyzed data is scientifically defensible and reproducible. Evaluate the quality of data collected from other entities (i.e. third parties) and the limitations of data collected by those entities. Identify training requirements for non-WDEQ data collectors acquiring data for regulatory decision making purposes.

Performance Measure: Complete policy and guidance tasks by July of 2018.

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 clarify the UIC permit application requirements in order to streamline the review and permit authorization processes.

Strategy: 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 Measure: WQD will complete both Class I and Class V revised permit application forms/guidance by January 1, 2017.

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

Objective: WQD will develop consistency to the various division compliance and enforcement programs in order to improve efficiency in inspections and enforcement actions in order to apply its rules and regulations fairly and consistently across the state in all programs and across all sectors of the regulated community.

Strategy: WQD will establish a division working group to evaluate existing compliance and enforcement action processes and procedures that will lead to consistency amongst programs.

Performance Measure: WQD will complete this evaluation by January 1, 2017.

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

Objective: WQD will work toward updating and streamlining regulatory agreements with state and federal agencies.

Strategy: 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.

Performance Measure: By January 1, 2018 and working with US EPA and state agencies, negotiate final revised MOAs and MOUs to the extent practicable and necessary.

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 Measure: WQD will develop a training plan and incentives for Director's approval by July 1, 2016.

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 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 Measure: WQD will complete audit report by January 1, 2017.

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 (UST) and only those aboveground storage tanks that sell fuel to the public. Currently there are 1,869 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 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 for 3rd highest compliance percentage in the country during 2015. Wyoming’s compliance rate was 93% 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 394 UST facility inspections during FY15, which is approximately 50% of the active UST facilities. All UST facilities must be inspected at least once every 3 years to meet EPA mandates.

Since the inception of the STP, 1,616 contaminated sites have been identified. To date, 1,185 sites (73%) have been remediated to site-specific soil cleanup standards and EPA maximum contaminant levels (MCLs) in groundwater. Currently there are 415 sites (26%) under active remediation in 46 projects. The STP continues to combine projects in the same geographical area to reduce administrative costs. Remedial action has not yet been initiated at 16 sites (1%). 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 continue to implement the Cease and Transfer and Landfill Remediation Programs 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 continue to implement the Cease and Transfer Program using funds awarded by the State Loan and Investment Board. The program will begin implementation of the municipal Landfill Remediation Program through the initiation of the remediation process at eligible facilities by the end of FY 2015.

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 2016.

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 continue to implement appropriate IT improvements by the end of fiscal year 2016 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.

Performance Measures: All regulations will be reviewed for potential revision. A timeline will be developed to revise any regulation identified for revision during 2016.

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 continue with implementation of the strategy memo that provides protection to human health and the environment, will pursue funding options and use 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 Measure: SHWD will continue to implement the Cease and Transfer and Landfill Remediation Programs with a focus on ensuring that facilities are

properly sized for operations and remediation is conducted in a fiscally responsible and environmentally protective manner.

Performance Measure: 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: 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 approved 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 33 coal mines. Oversight of these operations requires review of 834 annual reports, and 1371 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 prospecting, exploration, mining, and reclamation commitments. LQD is responsible for reviewing, processing, and issuing all permit applications to ensure compliance with environmental standards established through the EQA and LQD rules.

On average, approximately 435 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 1,029 individual bond instruments for a total value of \$3,535,137,060. In addition to the permit actions listed above, LQD approves annual renewal of many of these bond instruments and self-bonding, 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. Technological advancements have resulted in larger more robust data sets for new data. These attributes will be a continued challenge to manage in an efficient manner.

LQD must also deal with the challenge losing of a high percentage of long term 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 and substantial hurdle in the next five years for the division. However, this natural attrition provides opportunities to re-evaluate position utilization, and move/reclassify a position as the current circumstances merit.

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 large scale coal production, increasing permit sizes, and increasing disturbance acres resulting in higher strip ratios. 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 permit actions, and addressed program deficiencies. Through the annual report process, LQD found all coal permittees to be in compliance with their permit commitments. The LQD has also initiated the stand-up of the Uranium Program in 2015. Presently the program has hired four positions, developed training criteria, and proposed statute revisions for compatibility with NRC requirements.

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 22 active mines and 12 inactive mines, totaling 331 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), United States Forest Service (USFS), United States Fish and Wildlife Service (USFWS), Department of Energy (DOE), 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 and annual meetings. 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 conventional paper 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 were deployed in June 2014 and are moving forward with testing of electronic permits in the fourth quarter of 2015. The Strategy and Performance Measures associated with this Goal are specific to LQD's IT initiatives, which include the new Mining Information Database System (MIDAS) database, new electronic records center, new inspection application and a new electronic permitting system. The database and inspection application have been completed and are in full use. The electronic records center is nearly completed, and the electronic permitting system is currently in various

phases of testing. All components of LQD's IT initiatives will be developmentally completed by December 31, 2015, with system improvements and streamlining occurring with ongoing system maintenance.

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.

Strategy: Continue work with Nuclear Regulatory Commission, state agencies, and industry to establish an effective program.

Performance Measure: Implementation of final program in 4-6 years.

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.

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 commodity sectors.

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 Renewable Energy Coordination Committee meetings, as appropriate and four informational meetings with County Commissioners in the area of proposed projects in 2016.

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.

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

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.

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

Objective: The Legislature made significant changes to the Industrial Siting Act in the 2015 legislative session. ISD will need to update its rules and regulations to implement these legislative changes..

Strategy: ISD will initiate rulemaking to update its regulations.

Performance Measures: ISD will initiate and complete its rulemaking process by the end of 2016.

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 2016.

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 Land Division

The Wyoming Abandoned Mine Land 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. Additional AML funding was provided to Wyoming for FY 14 and FY 15 but beginning in FY 16 the funding will be reduced back down to \$15 million per year. 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 remaining six (6) years of funding for the program.

Achievements of Division

Since the initiation of AML reclamation activities in Wyoming in 1983, reclamation activities have included restoration of approximately 24,419 acres of degraded and unproductive abandoned mine land to beneficial use as wildlife habitat and rangeland. Additionally 2,368 mine openings have been closed, and over 610,362 linear feet of dangerous highwalls have been remediated. Since its inception, AML has restored over 127 miles of impaired streams and 1,858 acres of impaired streamlands. In 2014 alone, AML reclaimed approximately 259 acres of unproductive abandoned mine lands, closed 23 mine openings, reduced 3,458 linear feet of dangerous highwalls, and restored 20.1 acres of impaired streamlands

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 including the establishment of new and enhanced revegetation techniques.

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 17,685 holes have been drilled to inject approximately 434,229 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 continue to closely monitor federal regulations to determine if the AML rules require modification.

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.

Strategy: AML supervisors will continually review and mentor employees on an on-going basis to encourage the development of increased skills and knowledge.

Performance Measures: Employee feedback will be continuous and on-going.

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 and increased number of 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.

In September 2015, the agency will be physically relocating due to the Capital Construction Project. This project is scheduled to take over 3 years to complete. The Administration Division has been tasked with coordinating the scheduled moves and limiting the interruption and productivity of the agency.

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 use the spill tracking system. Administration will establish clear lines of communications with each division with appropriate tracking of refereed spills and provide an annual report to the Director.

Performance Measures: Administration will track the number of spills referred and resolved verses referred and unresolved. 90 days will be the acceptable time to process and close a spill.

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.

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

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 ensure DEQ employees take and complete the Defensive Driving Course

Performance Measures: 100% completion of the Defensive Driving Course by the end of 2015.

Strategy: Administration will ensure employee PMI reviews are completed by established deadlines.

Performance Measures: 100% completion of the Employee PMI review by A&I established deadlines.

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

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

Objective: Administration will continue to develop, administer, and manage new IT solutions that enhance the agency's ability to perform its duties and those we serve

Strategy 1: Administration will develop additional enhancements to the DEQ web page which provides public with up-to-date information on agency issues.

Performance Measures: Administration will complete the update of the DEQ website by the end of FY2016.

Strategy 2: Administration will develop and implement a Public Comment System

Performance Measures: Administration will complete the implementation of the Public Comment System by the end of FY2016.

Strategy 3: Administration will develop and implement an enhanced Public Records Policy

Performance Measure 1: Lead an internal workgroup to develop a written Public Records Policy to be reviewed by all division administrators and the department director by October 2015.

Performance Measure 2: Develop and implement public records request/management software by the end of 2015.

Strategy 4: Administration IT program will complete and enhance various IT projects

Performance Measure 1: Complete Land Quality MIDAS software by FY2017

Performance Measure 2: Finish enhancements to the UIC GEM system by FY2017/2018

Performance Measure 3: Complete Air Quality IMPACT software by FY2017/2018

Strategy 5: Administration will lead paperless office initiative for agency

Performance Measure 1: Develop list of priority projects for initiative