

## DEPARTMENT OF ENVIRONMENTAL QUALITY

### DIVISION OF AIR QUALITY FY 2006 GOALS

#### I. DAQ STRATEGIC GOAL

##### PROTECT THE ENVIRONMENT

Attain and maintain air quality to protect public health and the environment through a comprehensive program including development and implementation of air pollution control strategies; promotion of compliance; monitoring of emissions and ambient air; promotion of appropriate pollution prevention activities; and further development and optimization of the emissions inventory process. Develop and implement control strategy plans, permitting process and compliance procedures, and rules which protect air quality, enhance appropriate development, and enhance Utah's economic potential. Operate a quality assurance program under a comprehensive Division QA policy.

##### Measures:

- a. National Ambient Air Quality Standards are attained and maintained. <sup>CPM A1 P2</sup>
- b. National Emission Standards for Hazardous Air Pollutants are attained and maintained. <sup>CPM A2</sup>
- c. PSD Increments are protected.
- d. State Implementation Plans (SIPs) are developed to attain and maintain air quality.
- e. Regulated community compliance status improves.
- f. Monitoring network collects appropriate and valid data. <sup>CPM A7</sup>
- g. Appropriate emission inventories are completed and trends developed. <sup>CPM A1</sup>
- h. Appropriate permits are issued in accordance with the Clean Air Act and State law requirements.

##### DIVISION ANNUAL GOALS

1. Appropriate SIPs are developed and implemented in all areas of the state. <sup>CPM A4 A6</sup>

**Measures:**

- a. State develops all State Implementation Plan revisions required to meet federal law and submits them to EPA for their review and approval according to the established timeframe.
2. Existing SIPs are implemented.<sup>CMP A7</sup>

**Measures:**

- a. All measures contained in the SIP approved by the Air Quality Board are fully implemented.
3. Air Quality issues in areas of the State outside the Wasatch Front are addressed as appropriate.

**Measures:**

- a. The Cache County stakeholders are assisted to assess the air quality in the Cache Valley.
- b. Washington County stakeholders are assisted to assess the air quality in St. George in Washington County.
4. Appropriate Inventories are developed and improved.<sup>CMP A1 A5</sup>

**Measures:**

- a. The Title V inventory is prepared by August 15.
- b. A HAP inventory is prepared by August 15.
- c. Non-HAP/non-Criteria/non-MACT regulated pollutants are inventoried as required by federal rules.
- d. The inventories required for the Maintenance Plans and SIPs are developed as required and appropriate technical support for each is submitted to EPA for their review with the applicable plan.
5. PSD increment tracking continues to meet federal requirements.

**Measures:**

- a. Increment consumption for Major Sources is tracked as permits are issued.
6. Maintain an adequate ambient air quality monitoring program according to 40 CFR Part 58 to

assess public exposure to air pollutants and to determine attainment status.<sup>CPM A3 A4</sup>

**Measures:**

- a. The annual Monitoring Network Review is completed and submitted to EPA by June 30.
  - b. PM2.5 monitoring network is maintained and operated.
  - c. Monitoring data are submitted to EPA 90 days after each quarter.
  - d. Locations for new monitoring sites are based on current emission inventories, air quality modeling and EPA regulation.
  - e. Work with EPA to assess the impacts of the proposed changes to 40 CFR 58, and begin planning for the implementation of those changes (National Monitoring Strategy/Ncore Monitoring Network).
  - f. Operate and maintain the National Air Toxics Trends site in Bountiful, including addition of a chrome-6 sampler, in accordance with NATTS QAPP with appropriate updates.
7. Pro-active pollution reduction measures are reviewed and implemented as appropriate.<sup>CPM A2</sup>

**Measures:**

- a. Pollution prevention measures are promoted during permit development where appropriate and feasible.
8. Maintain and assist the compliance status of air pollution sources in the State.

**Measures:**

- a. By November 15, prepare and submit the compliance monitoring strategy to EPA for review and approval by December 15. The provisions of EPA's April 25, 2001 Clean Air Act Stationary Source Compliance Monitoring Strategy will be incorporated into the State's strategy.
- b. Asbestos notification, certification, and outreach programs are implemented, and at least 120 on-site inspections are performed.<sup>ASB</sup>
- c. The work program for the AHERA Toxic Substances Compliance Monitoring Grant is implemented.<sup>CPM A7</sup>
- d. The work program for the State Lead Program Development Grant is implemented,

and a program that meets State needs is developed in conjunction with other affected agencies.<sup>LD</sup>

9. Implement the Operating Permits Program meeting the current requirements of Title V, CAAA 1990, and the Utah Air Conservation Act.

**Measures:**

- a. An Operating Permits Program is continued as described in program approval from EPA.
- b. The provisions of the Acid Rain Act and 40 CFR Part 72 and Part 76 are implemented.

10. Continue issuing approval orders for new sources and modifications of the existing approval orders.

**Measures:**

- a. Communications with sources are carried out effectively to complete NOI submittals and any other information necessary for reviews.
- b. Air quality modeling is completed to ensure the protection of the NAAQS and PSD increment ceilings in class I and class II areas.
- c. Hazardous air pollutants (HAP) and other non-criteria regulated pollutant emissions are documented and reviewed, and if necessary, air quality modeling for HAP sources is completed to assess the ambient impact.
- d. Follow through on any issues identified in EPA program evaluations in FY05 for NSR and Title V.
- e. Either input BACT/LAER determinations into the RACT/BACT/LAER Clearinghouse or provide the information to EPA so they can enter the data into it.

11. Continue issuing pollution control facility certifications for sales tax exemption:

**Measure:**

- a. Pollution control facility certifications are issued within 120 days from the application date.

12. Quality Assurance programs are reviewed for effectiveness.

**Measures:**

- a. Statistical quality standards are met for the collection of ambient air data and emissions inventories prepared by the State.
- b. Rules, regulations, procedures, policies, and protocols are complied with.
- c. Regulatory activities will be documented including the appropriate technical support.
- d. The State and EPA agree on the adequate quality of air program results.

**II. DAQ STRATEGIC GOAL**

**INVOLVE OTHERS IN THE PROCESS**

Involve customers (internal/external) in the development of SIPs, issuing permits, and compliance activities. Form partnerships with stakeholders to ensure consideration of all relevant issues. Align with customer (internal/external) needs and improve delivery of quality service by identifying and understanding customer needs, and by negotiating reasonable solutions to meet customer needs.

**Measures:**

- a. Customer feedback is obtained, reviewed, and appropriate action is taken.
- b. Cost of implementation is evaluated.
- c. Time required to meet customer needs is minimized.
- d. Stakeholders are involved in the development of air quality strategies and plans.

**DIVISION ANNUAL GOALS**

1. The web site is enhanced to increase the availability for public usage.

**Measures:**

- a. Progress is made to develop provisions for external customers to comment on proposed rules, submit inventory data, and submit NOIs and emissions inventories via the web, as well as providing clear and accurate information via the web.
  - b. Staff input to the web page increases, including increased availability of public documents, data, charts, graphs, project status, etc.
2. Involve affected entities in the rule making, SIP development, and permitting process.

**Measures:**

- a. Partnerships include appropriate parties and the scope of the affected entities and their respective roles are clearly defined.
  - b. Meetings are held to address a variety of issues including environment, health, and economic concerns, statutory requirements and implementation.
  - c. SIP Stakeholder workgroups are supported during development of revisions to the SIP and development of the various Maintenance Plans.
3. The small business assistance program (SBAP) is maintained which actively assists small businesses to comply with rules of the Board.<sup>SBA</sup>

**Measures:**

- a. Educational Assistance is provided to all small businesses affected by adopted NSPS and MACT standards.
  - b. As appropriate, the Small Business Advisory Panel's role is modified to increase the effectiveness of the SBAP.
  - c. Voluntary on-site assistance is provided.
  - d. The small business work plan for the Small Business Advisory Panel is modified as appropriate to better meet assistance needs.
  - e. Assistance tracking is modified as appropriate to better provide and measure assistance needs.
4. DAQ internal communications will be improved.

**Measures:**

- a. Quality Council will be used to identify cross-cutting issues and establish appropriate workgroups to discuss those issues.
5. Provide technical support and application development of Geographic Information Systems (GIS) technology.

**Measures:**

- a. Support modeling efforts with GIS applications developed, for spatial allocation of emissions data, meteorological data and other model inputs.
- b. Explore additional GIS applications in air quality management, as appropriate.

### **III. DAQ STRATEGIC GOAL**

#### **PARTNER WITH OTHER GOVERNMENT AGENCIES**

Work in partnership with local government, MPOs, and other state and federal agencies to develop and implement programs for the protection of air quality statewide and to achieve and maintain acceptable air quality along the Wasatch Front.

##### **Measures:**

- a. Conformity determinations of TIPs and LRPs are reviewed and comments submitted to the appropriate agency within the comment period of each finding.
- b. Partnership satisfaction and feedback are measured.
- c. Appropriate areas of responsibility are defined for DAQ and local agencies.
- d. Recognition, discussion, prioritization, and resolution of applicable air quality issues occurs.
- e. The State and EPA work together to meet air quality goals in Utah.

#### **DIVISION ANNUAL GOALS**

1. Continue to implement R307-204, Smoke Management, the Utah Smoke Management Plan (SMP), and MOU to mitigate smoke impacts from managed natural fires and prescribed fire on visibility, public nuisance, and the health-based NAAQS.

##### **Measures:**

- a. Coordinate with partner agencies to maintain the Smoke Program Coordinator to make necessary burn approval or denial decisions.
2. Participate as appropriate in activities of other partner agencies.

##### **Measures:**

- a. The State and EPA work together to understand the causes of elevated levels of PM2.5 in the Cache Valley, and work with stakeholders from Cache County, USU, Franklin County, and Idaho State to conduct appropriate studies and collect and analyze appropriate data.
  - b. DAQ staff are involved in planning activities of the MPOs, UDOT and UTA.
  - c. DAQ staff works with the MPOs to acquire and analyze vehicle miles traveled (VMT) data for use in inventory work of the Division.
  - d. Local health department staff are trained as requested in the siting and operations of monitoring equipment.
  - e. Training and other assistance will be provided to tribal air quality staff as requested and within available DAQ resources.
3. Provide technical support to LHD vehicle emissions Inspection and Maintenance (I/M) programs.

**Measures:**

- a. Work with the LHDs to quantify effectiveness of existing and proposed I/M programs in support of future SIP development.
  - b. Provide technical assistance to LHD I/M program staff.
4. The Division supports and contributes to the goals and objectives of the Center for Automotive Science and Technology at Weber State University.

**Measures:**

- a. Accurate information provided to stakeholders about the impact of emissions, emission control systems and efficiency of vehicles.
  - b. Mobile source emission education & training provided to local & national automotive technicians, instructors, regulatory officials, field engineers and consumer groups.
  - c. Working with DEQ staff, partner with secondary and post-secondary engineering and automotive technology programs and assist them in strengthening their air quality-focused programs.
5. Work with EPA to complete federal actions on backlog of State submittals.

**Measure:**

- a. Appropriate assistance is provided EPA staff responsible for completing federal action on each submittal to facilitate final EPA action on each.

#### **IV. DAQ STRATEGIC GOAL**

##### **MAINTAIN DELEGATION OF FEDERAL PROGRAMS**

Delegation of federal air quality programs identified in the Clean Air Act Amendments of 1990 by developing appropriate plans, programs, policies, procedures and rules and by actively influencing non-delegated federal air quality programs to reflect Utah needs.

##### **Measures:**

- a. Delegated programs are maintained and meet Utah needs.
- b. Program activities result in minimal federal intervention.
- c. Federal and state air quality regulations and rules are reviewed regularly and changes are made to ensure continued authority, applicability and enforceability.

##### **DIVISION ANNUAL GOALS**

1. Implement designated facility plans, NSPS, NESHAPS, MACTs, CTGs and RACT.

##### **Measure:**

- a. MACT Standards that apply to sources in Utah are adopted and implemented through the Operating Permit process as they are developed and promulgated by EPA.
  - b. NSPS standards that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.
  - c. Rules implementing specific source RACT are developed and implemented as appropriate.
2. Continue to submit data to EPA as required by EPA.<sup>CPM A7</sup>

##### **Measures:**

- a. Quality assured ambient air pollution data will be submitted to AIRS no later than 90 days after each calendar quarter.
- b. Data precision and accuracy assessments will be submitted to AIRS no later than 90 days after each calendar quarter.

- c. The database is monitored on an ongoing basis for accuracy and completeness.
- d. Data summary reports are printed for regulatory and public use as appropriate.

## **V. DAQ STRATEGIC GOAL**

### **INFLUENCE STATE, REGIONAL, AND NATIONAL POLICY**

Influence Utah, regional and national air quality policy by actively participating with the Utah Legislature and active involvement with established regional and national policy making organizations.

#### **Measures:**

- a. Participation in Utah, regional and national policy-making organizations.
- b. Utah, regional/national policies reflect State and program needs/ requirements.

### **DIVISION ANNUAL GOALS**

1. Active participation in appropriate Utah, regional, and national policy-making organizations.

#### **Measures:**

- a. The DAQ provides input into the work products of the WRAP, WESTAR, STAPPA, WGA, and FACA Mobile Source Committee.
- b. Where offered and appropriate, DAQ employees assume leadership roles in the activities of forums, teams, or committees of WRAP, WESTAR, STAPPA and AWMA.
- c. DAQ information is provided to the Administrative Rules review committee and other legislative bodies as requested.
- d. DAQ actively participates in appropriate meetings of the MPOs.

## **VI. DAQ STRATEGIC GOAL**

## **INCREASE PUBLIC AWARENESS**

Educate the general public and small businesses about the sources of air pollution, methods to reduce emissions, and the personal and economic benefits of voluntary reductions of air pollution.

### **Measures:**

- a. Public awareness of the causes of air pollution is increased.
- b. Voluntary measures are quantified and used as control strategies where appropriate.
- c. School curricula are developed and staff trained appropriately.

## **DIVISION ANNUAL GOALS**

1. Provide information to the public that may result in lower emissions from the transportation sector of the inventory.

### **Measures:**

- a. Information is prepared and disseminated that promotes the use of alternate fuels.
  - b. The Choose-Clean-Air campaign is continued.
  - c. No-drive-days and no-burn-days are continued.
  - d. Information regarding alternate commute options is provided to appropriate agencies.
2. Respond to questions from the public regarding air quality issues.

### **Measure:**

- a. Respond to questions from the public regarding air quality issues in a timely manner.
3. Conduct community outreach and analysis concerning air toxics issues as determined appropriate by the division and considering available resources and report results to EPA.

### **Measure:**

- a. Work completed based on need and resources.
- b. Accomplishments will be reported to EPA in the annual year-end report.

## **EPA's Portion of the PPA**

### **Division of Air Quality**

1. EPA Region VIII will work with UDAQ as necessary and appropriate when reviewing SIP submittals to clarify issues and communicate actions that may affect Utah.
2. EPA Region VIII will participate in UDAQ Board Meetings when specific issues regarding the partnership between EPA Region VIII and UDAQ are part of the agenda and travel funds permit.

### **Planning Branch**

1. EPA Region VIII will work with EPA HQ when appropriate to help elevate issues to the national level that are uniquely western issues.
2. EPA Region VIII will work with other affected EPA offices when appropriate to consider various approaches to addressing specific issues that impact Utah.
3. EPA Region VIII gives timely attention to any intermediate work products that are developed in the SIP process so as to provide UDAQ its feedback during project development rather than at the end.
4. EPA makes every effort to determine completeness and to take final action on regulatory actions submitted by Utah in accordance with statutory time frames considering existing resources.
5. EPA Region VIII and UDAQ will work together to prioritize existing SIP submittals and on identifying upcoming SIP revisions. EPA Region VIII will keep UDAQ informed on the status of actions.

### **Permitting Branch**

1. EPA will provide review and comments as appropriate for the ITAs within the 30 day public comment period.

### **Compliance and Enforcement Activities**

1. EPA Region VIII, Office of Enforcement, Compliance and Environmental Justice and Utah Division of Air Quality will work to keep each other informed of important and potentially controversial activities involving regulated sources in Utah, including activities involving national and regional initiatives. EPA continues to implement PSD/NSR, Coal Fired Power Plant, and Refinery initiatives nationally and is working to develop an Oil and Gas initiative regionally.

# **DIVISION OF DRINKING WATER**

## **FY 2006 GOALS**

### **MISSION STATEMENT:**

To protect the public against waterborne health risks through education, assistance, and oversight

## **ENVIRONMENT**

### **DEQ STRATEGIC GOAL**

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, clean-ups, emissions reductions, public education and cost effectiveness of controls.

#### Measures:

- a. Necessary statutes, rules, and guidelines exist.
- b. Regulated customers understand and follow criteria.
- c. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a balanced, sustainable relationship between economic development and environmental quality.

#### Measures:

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental and public health improvements in relation to Utah's economic development.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

#### Measures:

- a. Evaluate the results of DEQ participation in targeted state, regional and national policy and regulatory discussions. Identify objectives of participation and achievement of objects.
- b. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

### **DDW STRATEGIC GOAL**

To maintain superior drinking water quality and meet the current and future water demand through ensuring adequate facilities, source protection, Safe Drinking Water Act (SDWA) implementation, timely assistance, and incorporate Utah needs into national policy. Our ultimate goal is to have zero Not Approved public water systems.

#### Measures:

- a. Percentage of community water systems with approved ratings.
- b. Percentage of population served with approved ratings.
- c. Number of completed source protection plans implemented by drinking water systems.
- d. Percent of population and community water systems with ground water or surface water protection programs.

- e. Percent of the population served by community water systems that receive drinking water that meets all applicable health-based drinking-water standards through effective treatment and source water protection
- f. Percent of the population served by community water systems that receives drinking water that meets health-based standards for those requirements with which systems need to comply:
  - As of December 2001: **2005 Target: 90% 2008 Target: 95%**
  - As of January 2002 or later: **2005 Target: 70% 2008 Target: 80%**
- g. Percent of community water systems that provide drinking water that meets health-based standards for those requirements with which systems need to comply:
  - As of December 2001: **2005 Target: 95% 2008 Target: 95%**
  - As of January 2002 or later: **2005 Target: 70% 2008 Target: 80%**
- h. Percent of source water areas (both surface and ground water) for community water systems that will achieve minimized risk to public health. **2005 Target: 40% 2008 Target: 50%**

### **DDW Annual Goals**

#### **1. Complete, maintain and enhance the SDWIS database.**

##### Measures:

- a. Complete the data migration from DMAC to SDWIS by September 30, 2005.
- b. Perform parallel testing of SDWIS and DMAC during the September – November 2005 time period.
- c. Become SDWIS conversant in the September – December 2005 time period.
- d. Be totally SDWIS functional by January 1, 2006.

#### **2. Develop a public education paragraph to be used in future CCR's that explains the do's and don'ts of cross connections issues for water utility customers.**

##### Measures:

- a. Develop an appropriate paragraph of language by July 1, 2005.
- b. Insert the prepared paragraph into the RWAU/DDW CCR template by August 31, 2005.
- c. Develop CCR Rule changes and complete the rule making process by January 31, 2006.
- d. Incorporate the changes at Utah's Rural Water Association annual conference in February 2006.

#### **3. The Compliance Section will evaluate EPA's Groundwater Rule and formulate an implementation plan.**

##### Measures:

- a. By June 30, 2006 the Section will develop an implementation plan covering:
  - 1) Training for water utility personal and state staff.

- 2) State Rule writing.

**4. Implement the Arsenic rule strategy.**

Measures:

- a. Finalize a State Based Arsenic rule by August 1, 2005.
- b. By July 1, 2005, identify systems that have not received the Arsenic Rule Compliance training.
- c. Schedule needed training and complete the training by September 30, 2005.
- d. The Compliance Section will evaluate Exemption applications and present them to the Drinking Water Board at the Board's February 2006 meeting.
- e. The Engineering Section will review, approve and issue operating permits according to rule.
- f. By April 1, 2006 the Compliance Section will initiate enforcement action against non-complying systems.

**5. The Compliance Section will evaluate EPA's DBP stage 2 and LT2ESWTR Rule and formulate an implementation plan.**

Measures:

By June 30, 2006 the Section will develop an implementation plan covering:

- 1) Training for water utility personal and state staff
- 2) State Rule writing.
- b. During the months of July and August 2005 DDW will prepare guidance and training materials in cooperation with major water utility players regarding the requirements of the IDSE portion of the rule
- c. During the month of January and February 2006 DDW will provide training regarding the IDSE rule and respond to questions from utilities.

**6. The Compliance Section will evaluate the changes to the Lead/Copper Rule and formulate an implementation plan.**

Measures:

- a. By June 30, 2006 the Section will develop an implementation plan covering:
  - 1) Training for water utility personal and state staff
  - 2) State Rule writing.

**7. The Compliance Section will work with the State Health Laboratory to: a) improve upon the completeness and timeliness of reporting: IOC, VOC, Pesticide and Radionuclide data, b) encourage the Bureau of Laboratory Improvement to incorporate a rule requiring certified bacteriologic laboratories to automatically forward data to DDW and the appropriate local health department and c) encourage where ever possible the electronic reporting of data by all certified laboratories and if BLI is unwilling to address mandatory reporting, d) write a DDW rule requiring water systems to contractually require Labs to send data to DDW.**

Measures:

- a. DDW will continue to attend the monthly DEQ/DOH laboratory coordination meeting and as appropriate, bring up the issues identified above.
- b. Following a change in management at DOH laboratory DDW staff will meet to discuss the possibility of a BLI rule.
- c. By December 31, 2005, DDW will evaluate if a DDW rule is required.

## **CUSTOMER SERVICE**

### **DEQ STRATEGIC GOAL**

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem solving through cooperative efforts.

- Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- Make timely decisions and act on them.
- Improve coordination with internal and external customers.
- Provide effective communication, timely and accurate information, and clear direction to customers.
- Encourage public involvement and informed decision making.
- Involve customers in the rule making process.
- Work with customers to solve problems.
- Utilize partnerships and stakeholder forums to solve environmental and public health problems.

#### Measures

- a. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs, and provides appropriate environmental protection.
- b. Customer service feedback.
- c. Customer input and feedback during informal and formal stages of rule making.

### **DDW STRATEGIC GOAL**

Maintain an atmosphere of trust between the Division and the Division's customers through timely, accurate and courteous exchanges of information.

#### Measures

- a. Customer feedback to Department and Division.
- b. Meet established review or response periods.

### **DDW Annual Goals**

8. **Make improvements to the Division's Web Site, so that customers can more easily find what they are looking for.**

Measures:

- a. By July 31, 2005 put a survey on the website soliciting ideas from customers as to how easy the website is to follow and for suggestions of information groupings, categories and category titles that would be easier to follow, when they are trying to access documents, forms, information, etc on the website.
- b. By December 31, 2005 redesign the website so that customers can better understand how to make their way through the website to get to the documents, forms, information, etc they are looking for.

**9. Implement an electronic document management system.**

Measures:

- a. Purchase hardware with FY05 funds by June 30, 2005
- b. Support Department implementation team with software purchase recommendations by July 15, 2005.
- c. Convene Division implementation team by May 1, 2005.
- d. Division implementation team to evaluate business process change needs to support EDM and make recommendations to DDW management by July 1, 2005.
- e. DDW begins implementation efforts (software training, hardware setup, business changes) by August 1, 2005.

**10. Effective inter-departmental communication (DNR, DOH).**

Measures:

- a. Email DDW staff and DWB on issues they would like to see improved/discussed/changed between DDW and Department of Natural Resources and Department of Health by September 1, 2005.
- b. Evaluate responses, identify concerns, and Email them to the two Departments/Divisions that are potentially impacted by issues by October 1, 2005.
- c. Begin working on issues by November 1, 2005.

**STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS**

**DEQ STRATEGIC GOAL**

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

- a. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- b. Utah Issues and DEQ concerns are reflected in state, regional and national environmental policies.

**DDW STRATEGIC GOAL**

Administer programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

## DDW Annual Goals

### **11. Develop and adopt revisions to Utah's Disinfection Rule and create companion guidance document(s) for Rule R309-520-14.**

#### Measures:

- a. By July 1, 2005 complete draft revisions to the Ultra-violet, Ozone, Chlorine dioxide, and Sodium hypochlorite and Calcium hypochlorite subdivisions of the Disinfection Rule.
- b. By August 1, 2005 complete draft revisions of companion guidance documents to the aforementioned rule changes.
- c. By July 1, 2005 provide staff and customers, including the Utah Water Alliance, the opportunity to review and comment on the draft Rule revisions and the companion guidance documents as soon thereafter as possible.
- d. Present the proposed rule changes and companion guidance documents to the Drinking Water Board for review and approval at its September 9, 2005 meeting.
- e. Complete the rule making process by January 31, 2006.

### **12. Have the Sanitary Survey QAT direct the implementation of the PDA/ESS processes and procedures and propose rules incorporating missing pieces in the IPS rule.**

#### Measures:

- a. The team will complete Sanitary Survey training using the PDA by August 31, 2005 and report to Management any DDW staff, District Engineers and/or Local Health Department staff who still need training by September 15, 2005.
- b. The team will propose a methodology and instructions to enable the transfer of historic IPS Sanitary Survey information into the new SDWIS database by July 1, 2005.
- c. The Division staff will complete IPS transfer data entry by October 31, 2005.
- d. The team will evaluate rule elements where there is not a corresponding element in the IPS rule. The team will further develop proposed changes to the IPS rule to incorporate the missing elements by December 31, 2005.
- e. The team will receive input from surveyors and updates from EPA's Drinking Water Academy on changes to the PDA/ESS process and implement improvements, including automation of downloads and uploads from SDWIS to PDA and from PDA back to SDWIS by June 30, 2006.
- f. The team in cooperation with the SDWIS development team will investigate further automation to enable District Engineers and LHD's to perform the uploads and downloads via the web.

### **13. Obtain accurate location data for more public water sources.**

#### Measures:

- a. Obtain locations for 75% (28) of the Community water sources that do not have locations (from a total of 1995 sources in Community systems). This may be accomplished by a combination of sanitary surveys, new source review data, and digitizing. Complete by April 30, 2006.

- b. Obtain locations for 50% (8) of the NTNC and NC water sources that are planned or in use that do not have locations (from a total of 771 sources in NTNC and NC systems). Complete by April 30, 2006.
- c. Develop simplified instructions for using the two types of GPS receivers. Complete by May 31, 2005.
- d. Distribute a monthly list of public water supplies for which we do not have location data. This is intended to encourage surveyors to obtain location data during sanitary surveys. The first list will be distributed by May 31, 2005.
- e. Implement the standard DAD location form on the DAD New Source Review page. Complete by May 31, 2005.
- f. Transfer all source location data to SDWIS/State. When SDWIS/State is implemented it will be the database of record for all location data. Complete by December 31, 2005.

**14. Complete digitizing of all source protection zones through the UIC grant, or 100 sources if we do not receive the grant.**

Measures:

- a. Assist AGRC and WQ with application for UIC grant. If we receive this grant, then work with WQ to prioritize the zones to be digitized, and provide zone maps to AGRC for digitizing. We should know the grant status by July 20, 2005, and we will discuss the number of zones to be digitized this year based on when we receive the funding and how fast AGRC can do the digitizing work.
- b. Develop a process for in-house heads-up digitizing. We should develop our own process so that we can make updates as protection zones are modified by water suppliers. Complete by August 31, 2005.
- c. Work with the electronic document management team to implement a large-format scanner for heads-up digitizing. Timing of this step depends on when we receive the large-format scanner. Complete by April 30, 2006.
- d. If we do not receive the UIC grant discussed in Measure 1, then our goal is to digitize zones from 100 source protection plans. Complete by June 30, 2006

**15. Review pump test requirements for wells with respect to rating well yields and recommend a revision to rule.**

Measures:

- a. By December 31, 2005 review pump test requirements for wells, determine what criteria should be used for well capacity rating (e.g. 24-hour test at 1.5 times rated capacity), and determine if rule should be revised.
- b. Present proposed rule to Drinking Water Board at first Board meeting in 2006.

**16. Develop DAD to work with SDWIS database.**

Measures:

- a. By July 31, 2005 have a comprehensive list of what information and files need to be in DAD, including source protection, new source review, plan review and operating permits, financial assistance programs, other rule oversight and records not yet programmed into SDWIS, water system facility records that do not fit into SDWIS, etc. unless any of the selected categories have been developed in SDWIS by that date or are nearly developed.
- b. Develop DAD and links between DAD and SDWIS. Develop enough links for a reasonable amount of testing by September 30, 2005.

- c. By October 31, 2005 have a schedule of dates for completing pieces of the DAD database and links with SDWIS.
- d. By February 1, 2006 or two months after completion of SDWIS database, whichever is later, have DAD and links with SDWIS completed.

## **PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS**

### **DEQ STRATEGIC GOAL**

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.
- The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- The Performance Partnership Agreement (PPA) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and EPA.
- Focus on teamwork and partnership in identifying and resolving problems.
- Utah has signed an agreement with the Nuclear Regulatory Commission (NRC) that delineates the roles and responsibilities and provides consistent regulation of radioactive materials between the State and the NRC.

#### Measures:

- a. Key problems identified by government partners are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services and obtaining adequate resources.
- d. Evaluation of the effectiveness of the Agreement program in accomplishing the goals of the partnership for delivery of services and obtaining program resources.

#### Key Environmental Indicators:

- Radioactive materials, radioactive waste, exposure to x-rays
- Radioactive material releases to air, soil and groundwater is controlled
- Human exposure to radioactive materials is controlled
- Human exposure to x-ray radiation is controlled
- Human exposure to elevated levels of radioactive radon gas, an indoor air quality issue, is evaluated

- Radon gas as an indoor air pollutant is controlled

## **DDW STRATEGIC GOAL**

Administer program and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local, whenever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

### **DDW Annual Goals**

#### **17. Provide capacity development training/education per SB60 requirements.**

Measures:

- a. Evaluate the requirements of SB60 and the capacity development (CD) program requirements and present a list of recommendations to management by August 31, 2005 for accomplishing goal.
- b. Based on management feedback develop a program by October 15, 2005 for providing CD training/education.

#### **18. Assist LHDs to implement an ordinance to regulate non-public systems (less than 15 connections and/or less than 25 people).**

Measures:

- a. Send copies of various already adopted ordinances to CLEHA by May 1, 2005.
- b. Offer to assist CLEHA in working on draft "model" ordinance at their quarterly meetings.
- c. Offer to attend Board of Health meetings for LHDs when they are in the adoption phase of the ordinance process.

## **EMPLOYEES**

### **DEQ STRATEGIC GOAL**

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- Employee participation in achieving strategic and annual goals is essential.
- Teamwork and problem solving are essential.
- Employees are recognized for their quality work.
- Provide opportunities for training and professional development.
- DEQ actively promotes wellness.

- Employees will perceive DEQ as a desirable place to work.
- DEQ is effective in recruiting and retaining quality employees.  
Measures:
  - a. Employees' feedback.
  - b. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
  - c. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
  - d. Employee recognition programs are in place, utilized and meet employee and management needs.
  - e. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

### **DDW STRATEGIC GOAL**

The success of the employees determines the success of the DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

Measures:

- a. Employee's assessment of job assignments.
- b. Employee's assessment of program direction.
- c. Implement and maintain successful Quality Recognition Program.

### **DDW Annual Goals**

**19. Set quarterly goals for managers to use the DEQ recognition policy to its fullest to reward DDW employees for excellent work.**

Measures:

- a. Set quarterly goals for each manager in their performance plan for recognizing good work in their respective sections by August 1, 2005.
- b. Each manager to report to the Director by November 30, 2005 and March 30 2005 their progress in meeting the assigned goal.

**20. Increase the professionalism and productivity of DDW's staff through training opportunities.**

Measures:

- a. Establish training opportunities for staff after each staff meeting.
- b. Determine effectiveness of training via Email by December 31, 2005.
- c. Within Division budget capabilities, ensure staff are able to attend instate and out of state training opportunities.
- d. Continue to support training webcasts.

**21. Have a Division summer picnic.**

Measures:

- a. Establish Division picnic committee by June 1, 2005.
- b. Committee to make recommendations to leadership by June 30, 2005.
- c. Have picnic by August 31, 2005.
- d. Measure staff satisfaction of picnic by September 15, 2005.

**22. Improve communication with staff by the secretaries.**

Measures:

- a. The secretaries will implement better e-mail messages to staff by August 31, 2005. The secretaries will have the e-mails in a standard memorandum type format. The Subject Line will correspond with the information in the e-mail. If there is a correction in an e-mail, the secretaries will go to the originator of the e-mail with the corrections. The originator of the e-mail will resend the corrected e-mail. This will eliminate numerous confusing e-mails from different secretaries on the same topic.
- b. By December 31, 2005, the Division will be sent updated documents of any changes in staff assignments or Division Policy documents. When changes are made to staff assignments or policies, an updated version will be distributed to staff at that time.
- c. By December 31, 2005, the secretaries will start providing positive comments to each other to help improve moral among the secretaries. This will be an on-going goal done regularly (daily, weekly or monthly, or as needed).

**23. Secretaries will become more proficient in software and cross-train one another.**

Measures:

- a. By December 31, 2005 the secretaries will start taking computer classes or review new computer training manuals to keep updated on their computer skills. The secretaries will also be able to help staff out as needed. This will be an on-going goal.
- b. By December 31, 2005 each secretary will have a training session with the other secretaries on their job duties. The training will be conducted in their secretary meetings. This will be an on-going goal.

**ENHANCE POLICY MAKER'S (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES**

**DEQ STRATEGIC GOAL**

Facilitate policy makers (Governor's Office, Legislators, Elected Officials, and Board Members) as proactive participants in shaping environmental policy.

Measures:

- a. Governor's Office, Legislators, elected officials, and Board members are apprised of important environmental policy issues.

- b. Relationships with policy makers are developed and understanding of environmental issues enhanced.
- c. Policy makers work with DEQ in development and implementation of environmental policy issues.
- d. Policy makers' trust in DEQ is developed and enhanced.

**24. Complete a Division Annual Report.**

Measures:

- a. Complete Calendar year 2004 report by July 31, 2005.
- b. Complete Calendar year 2005 report by March 15, 2006.

**25. Change state statute to allow private/mutual water companies access to state funded loans.**

Measures:

- a. Evaluate Drinking Water Board's willingness to support statute change by May 13, 2005.
- b. If DWB supports statute change, address issue with other state funding agencies through the WDCC by June 30, 2005.
- c. Work with attorney general's office to draft language changes by June 30, 2005.
- d. Work with water industry (RWAU and AWWA-Intermountain Section) to start getting the word out by June 30, 2005.
- e. Begin seeking legislative sponsor by July 31, 2005.

**26. Review fee structure for Division needs to offset recent increased program costs.**

Measures:

- a. All fee reviews will be completed by June 30, 2005
- b. Fee implementation changes will be requested no later than July 15, 2005.
- c. Work with water industry (RWAU and AWWA-Intermountain Section) to start getting word out by July 31, 2005.
- d. Fees to be considered:
  - 1) Plan review/operating permit fees
  - 2) Financial assistance program fee
  - 3) OpCert fee structure evaluation
  - 4) SRF fees and how staff charges time
  - 5) Well grout fees

**DIVISION OF ENVIRONMENTAL  
RESPONSE AND REMEDIATION**

**CERCLA AND UST ANNUAL GOALS  
STATE FISCAL YEAR 2006**

# **DEPARTMENT OF ENVIRONMENTAL QUALITY**

## **DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION LEGISLATIVE PRIORITIES STATE FISCAL YEAR 2006**

- I. The Petroleum Storage Tank (PST) Fund was established to provide financial assurance for Underground Storage Tank (UST) owners to meet the requirements of the federal UST regulations. The PST Fund receives funding from participating tank owners who are charged a ½ cent environmental surcharge per gallon of petroleum when they pick up product at a refiner's rack.

The 2004 actuarial study performed by Deloitte & Touche estimates there will be a negative cash balance by 2008 if no changes are made to the program.

The State Auditor agrees with the actuarial report and has recommended the Department work with the Legislature resolve the PST Fund issue.

**DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION  
BUDGET PRIORITIES  
STATE FISCAL YEAR 2006**

- I. There is a need to continue to receive Hazardous Substances Mitigation Fund (HSMF) funding in order to meet current and future Superfund State Contract cost share obligations. Current liabilities relative to the Eureka site cleanup will be approximately \$2,200,000.00 by the end of the calendar year. The Department of Environmental Quality also has financial liability for a 10% cost share at the Intermountain Waste Oil site in Bountiful (no billing for remedial action expenditures in calendar year 2004 has been received yet). Additionally, should the Flagstaff Smelter cleanup proceed as a non-time critical removal action using Remedial Action funding, the Environmental Protection Agency has indicated that it will seek a 10% cost share on the Flagstaff residential portion.

Consequently, the funding need is to ensure the \$400,000.00 annual appropriation for HSMA for state fiscal year 2006.

- II. There is a need to continue funding a cost recovery attorney to recover public funds that were used to cleanup contaminated sites. By doing so, the environment is improved and the risk of citizens exposure to hazardous substances is reduced. Failure to continue funding a cost recovery attorney would delay the cleanup of contaminated sites.

We request that an appropriation of \$87,200.00 be continued for fiscal year 2006.

**DEPARTMENT OF ENVIRONMENTAL QUALITY**  
**DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION**  
**CERCLA BRANCH**  
**ANNUAL GOALS**  
**STATE FISCAL YEAR 2006**

**I. UTAH SUPERFUND PROGRAM**

1. Perform Site Assessment Work.

**Measures:**

- a. Conduct Site Assessment work in compliance with the Environmental Protection Agency (EPA) guidance and regulations, and complete the work according to the schedule in the Utah/EPA Cooperative Agreement.
- b. Evaluate the Site Discovery Program and report progress to the EPA quarterly.
- c. Assess the status of Site Assessment Projects quarterly to ensure the quality and efficiency of the work performed by the Branch is optimal.
- d. Monitor budgets and funding to ensure that adequate funding is available and spending is in compliance with applicable budgets and funding agreements.
- e. Respond to public inquiries regarding ongoing site activities and conduct the required Superfund public participation activities.
- f. Review and comment on the EPA lead site assessment projects.
- g. Address backlog of PA/SI sites; follow up with the EPA on the need for a quicker response regarding decision sheets for PA/SI submittals.

2. Manage Federal Superfund Projects in Utah.

**Measures:**

- a. Complete activities for Federal projects within the time frames negotiated with the EPA and in accordance with applicable regulations and guidance.
- b. Utilize the Project Planning Template at appropriate times, in consultation with the EPA, to establish and define agency roles and responsibilities.
- c. Ensure that adequate funding is available (through the EPA cooperative agreements, Potential Responsible Party (PRP) funding agreements, or other financial mechanisms) to perform the required duties.
- d. Monitor spending to ensure that funds are expended in compliance with applicable agreements and contracts.
- e. Inform the public of ongoing site activities and conduct the required Superfund public participation activities.

3. Manage Federal Facility Projects in Utah.

**Measures:**

- a. Complete activities as required by the Federal Facility Agreements (FFA) and in accordance with applicable regulations and guidance.
- b. Ensure that adequate funding is available (through the EPA cooperative agreements, Defense Superfund Memorandum Of Agreement, PRP funding agreements, or other financial mechanism) to perform the required duties.
- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
- d. Inform the public of ongoing site activities and participate in the required community involvement activities
- e. Evaluate non Department of Defense/Department of Energy federal facilities, determine the proper state role in these projects, and provide input as appropriate.
- f. Evaluate Formerly Used Defense Sites (FUDS) in Utah, coordinate with the Division of Solid and Hazardous Waste, and partner with the Army Corps of Engineers to cleanup and close out FUDS in Utah as resources and funding allow.

4. Partner with the EPA for Brownfields Development in Utah.

**Measures:**

- a. Assist interested local governments with Brownfields proposal applications for pilot funding.
- b. Provide assessment services for Brownfields projects.
- c. Provide a State Brownfields coordinator for all Brownfields projects.
- d. Coordinate Brownfields activities with the appropriate EPA personnel.
- e. Promote Brownfields opportunities through community outreach.
- f. Develop the State Brownfields program as allowed by funding and legislation.
- g. Monitor the status of new federal Brownfields guidance and modify the state program as appropriate.
- h. Implement the "Brownfields and Voluntary Cleanup Program (VCP) Marketing Plan" to raise awareness of Division of Environmental Response and Remediation (DERR) services and resources available relative to Brownfields properties.

5. Perform Operation and Maintenance and Encourage Redevelopment of Sites Where Remedies are Complete.

**Measures:**

- a. Monitor sites in the Operation and Maintenance (O&M) Program in accordance with the approved O&M Plans, and applicable regulations and guidance.
  - b. Ensure funding, either through the EPA cooperative agreements, PRP funding agreements, or other financial mechanism to perform required O&M duties.
  - c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.
  - d. Reevaluate and revise as necessary, a comprehensive plan to ensure activities associated with all sites are properly monitored on a regular frequency.
  - e. Encourage and facilitate redevelopment of remediated sites.
6. Ensure that the Branch has the equipment necessary to perform Superfund activities and that it is regularly serviced.

**Measures:**

- a. Continue to implement the equipment security program in order to preserve state assets, and make revisions and modifications as necessary.
- b. Continually monitor supplies and restock when necessary.
- c. Conduct an inventory and inspection of equipment during the fourth quarter of the State fiscal year and ensure that equipment is operational.

**II. STATE RESPONSE PROGRAM**

1. Monitor Cooperative Agreement funding under Section 128 of the Small Business Liability Relief and Brownfields Revitalization Act to enhance the State Response Program.

**Measures:**

- a. Ensure continued funding through annual evaluation of program, revision of scope of work, and application for new funding as needed in order to operate the State Response Program.
  - b. Receipt of cooperative agreement funding to continue program management and development.
2. Implement the Cooperative Agreement.

**Measures:**

- a. Develop procedures to identify, prioritize, and evaluate sites in the State Response Program.

- b. Complete site investigations through the State Response Program.
  - c. Prepare and submit the necessary reports to the EPA required by the Cooperative Agreement.
3. Create a Clandestine Drug Laboratory Cleanup Certification Program as required by statute.

**Measures:**

- a. Continue participation in planning and coordination with other stakeholders relative to the Clandestine Drug Lab Contractor Certification Program.
  - b. Finalize rules and guidance documents in support of the certification program.
  - c. Begin certification testing by August 1, 2005.
4. Use a stakeholder process for developing rules identifying standards for petroleum releases in soil that are non-underground storage tank related.

**Measures:**

- a. Identify relevant stakeholders and develop a stakeholder committee.
- b. Draft standards and rules for implementation.

**III. STATE VOLUNTARY AGREEMENT PROGRAM**

1. Establish procedures for implementation of a voluntary agreement program and promote voluntary cleanup of contaminated sites.

**Measures:**

- a. Develop rules, guidance, and procedures for implementation of the State Voluntary Agreement Program as necessary.
  - b. Coordinate program processes with all of the Divisions in the Department of Environmental Quality (DEQ).
  - c. Actively promote the Voluntary Cleanup Program (VCP) as a viable option for cleanup of contaminated sites.
  - d. Meet periodically with the VCP Committee to discuss the program.
  - e. Coordinate Brownfields outreach activities with VCP outreach activities to maximize the return of contaminated properties to beneficial use.
2. Manage Voluntary Agreement Projects.

**Measures:**

- a. Complete activities for voluntary projects in accordance with applicable regulations and guidance.
- b. Monitor spending to ensure that funds are expended in compliance with applicable agreements and rules.
- c. Inform the public of ongoing site activities and conduct the appropriate public participation activities.
- d. Update the VCP site status list quarterly.
- e. Populate the tracking database with site information and institutional control data.

**IV. EMERGENCY RESPONSE AND HOMELAND SECURITY PROGRAMS**

1. Respond to imminent Superfund and Hazardous Substance Mitigation Act environmental hazards.

**Measures:**

- a. Respond to requests for assistance to the extent allowable under existing rules and resources availability.
  - b. Receive and document spill notifications and notify appropriate agencies.
2. Monitor and support the EPA Emergency Response Branch (ERB) activities.

**Measures:**

- a. Participate in the EPA emergency responses to the extent allowed by the EPA and resource availability.
  - b. Review and comment as appropriate on reports, agreements, and other documents associated with the EPA/ERB activities.
3. Maintain and Improve the DERR's capabilities to respond to environmental emergencies and conduct removal actions.

**Measures:**

- a. Continue to coordinate emergency response and Homeland security issues with the Department's Emergency Response Workgroup.
  - b. Represent the DEQ in various Homeland security meetings and workgroups.
  - c. Review and update the DERR response plan to ensure that it is current.
4. Participate in statewide Emergency Response coordination and training activities.

**Measures:**

- a. Participate in State wide incident exercises.
  - b. Participate in local and national committees and work groups.
  - c. Participate in statewide Homeland Security related trainings and workshops.
5. Perform required Title III [Tier II and Toxic Release Inventory (TRI)] duties.

**Measures:**

- a. Compile and enter the data as submitted.
- b. Prepare the annual Tier II and TRI reports.
- c. Provide data to the public when requested.
- d. Actively participate in the State Emergency Response Commission with the Division of Emergency Services.
- e. Evaluate ways to make the current Tier II and TRI data collection and entry process more efficient.

**V. LEADERSHIP IN UTAH, THE WESTERN REGION, AND NATIONALLY IN THE PROGRAMS ADMINISTERED BY THE SUPERFUND BRANCH**

1. Provide support to the Department in pursuing legislation to strengthen the State Program.

**Measures:**

- a. Recommend legislative amendments to the Department administration as requested.
  - b. Evaluate funding needs and recommend a budget to the Department as requested.
  - c. Participate in the initiative to develop legislation as requested.
2. Strengthen the State role in the Federal Superfund Program.

**Measures:**

- a. Promote an expanded role for States in discussions and negotiations with EPA personnel.
  - b. Participate in regional and national organizations that promote expanded State involvement in Superfund and enhance the Utah Program.
  - c. Prepare for increased State involvement in the Superfund Program when CERCLA is reauthorized.
3. Pursue Natural Resource Damages (NRD) claims at appropriate sites.

**Measures:**

- a. Evaluate Utah sites for potential NRD claims.
  - b. Coordinate NRD activities with appropriate and interested stakeholders.
4. Use technology to manage information in the DERR and make it available to the public.

**Measures:**

- a. Continue to develop and augment a response program information management system for ease of data management by project managers and utility for stakeholder and customer use.
- b. Populate database with existing information and encourage project managers to update project tracking fields on a regular basis.
- c. Participate in Department meetings and workgroups to evaluate Internet and data management issues.
- d. Evaluate the Branch's part of the Division's Internet homepage and improve and update the site to better serve customer needs.

**VI. BUDGET AND FUNDING**

1. Regularly evaluate the status of the Branch budget and ensure that there are adequate funds to complete the required work.

**Measures:**

- a. Meet monthly in Branch management meetings to review the Branch budget report.
  - b. Make adjustments to budgets as necessary and as allowed by current rules and law.
2. Obtain Funds to support Branch projects.

**Measures:**

- a. Enter funding agreements with appropriate parties to provide the resources necessary to ensure Branch staff are able to participate in various projects.
- b. Submit cooperative agreement applications for federal funding as necessary and appropriate.

**VII. CUSTOMER SERVICE**

1. Promptly respond to information requests, ensure files are current, and provide public access to Superfund records in compliance with the Government Records Access and Management Act.

**Measures:**

- a. Coordinate all records requests with the Division Records Officer.
  - b. Ensure that all files are current and properly organized.
2. Apply Operating Principles and the Walker Works (Maximize Human Potential, Work Smarter, and Improve Utah Today and Tomorrow) philosophy in all work activities.

**Measures:**

- a. Promote adherence to the Operating Principles and Walker Works philosophy in Branch staff meetings.
- b. Ensure all communications are consistent with the Operating Principles and Walker Works.

**VIII. PARTNERSHIPS WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS**

1. Strengthen the working relationship with EPA counterparts and maintain a positive, professional working relationship with EPA staff.

**Measures:**

- a. Communicate frequently with staff, management, and support personnel at the EPA.
  - b. Meet regularly with representatives of the EPA to discuss all aspects of the Superfund program in Utah.
  - c. Maintain a partnership relationship with the EPA through application of the Operating Principles and participation in partnership meetings and retreats.
  - d. Continue to encourage and participate in an annual EPA/DERR retreat.
2. Support Department initiatives to enhance relationships with local and tribal governments, and other non-EPA federal governments.

**Measures:**

- a. Provide information as requested.
  - b. Participate in meetings as requested.
  - c. Ensure communication with policy makers is in accordance with the Operating Principles and the Walker Works philosophy.
3. Ensure complete and accurate information regarding Branch activities is available to all partners and customers.

**Measures:**

- a. Complete EPA quarterly reports as required by federal regulation.
- b. Complete Division goals report as required.
- c. Complete regular updates as required by Branch Policy.

**IX. COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS**

- 1. Communicate regularly with local health officials regarding Branch activities.

**Measures:**

- a. Notify local health officials and district engineers regarding Branch activities in their areas.
- b. Give local health officials and district engineers' opportunity to participate in Branch activities.
- c. Coordinate identification of sites for inclusion in Branch programs with local officials.

**X. EMPLOYEES**

- 1. Foster a climate where employees can function at their fullest potential. Enhance staff job satisfaction and ensure staff members are recognized for their accomplishments.

**Measures:**

- a. Conduct Branch staff meetings at least quarterly.
  - b. Issue Quality Recognition Awards for accomplishment of major goals or milestones.
  - c. Provide recognition for quality work through On-The-Spot Awards, certificates, public recognition, verbal acknowledgments, etc.
- 2. Ensure that there is adequate staff available to conduct the required work.

**Measures:**

- a. Evaluate staffing needs for fiscal year 2005 based on the projected workload and funding.
  - b. Conduct recruitments as necessary to fill vacant positions.
  - c. Ensure that recruitments are completed expeditiously and efficiently.
- 3. Provide proper safety training and equipment for the Division staff and coordinate safety training for the Department staff as needed.

**Measures:**

- a. Track safety training for the Division staff.
  - b. Provide or coordinate the necessary safety training for the Division.
  - c. Comply with the Division health and safety program.
  - d. Monitor the safety equipment needs of the Division.
  - e. Procure equipment to ensure that all Division staff members have the necessary safety equipment.
  - f. Provide appropriate fit testing for Division staff.
4. Administrate the Medical Monitoring Program for the Division.

**Measures:**

- a. Track physical examinations for Division staff.
  - b. Schedule physical examinations for Division staff as necessary.
  - c. Assist with administration of the medical monitoring contract.
5. Ensure staff members are adequately trained to perform assigned duties.

**Measures:**

- a. Meet with individual staff members and identify individual training needs.
  - b. Provide training opportunities for staff that will improve their knowledge and skills in their individual areas of expertise.
  - c. Develop a Branch Training Plan to ensure staff members receive adequate training to perform their essential job functions.
6. Ensure staff members have a clear understanding of performance expectations and status.

**Measures:**

- a. Prepare clear, concise, measurable performance plans.
- b. Incorporate strategic and Branch goals into individual performance plans.
- c. Conduct mid-year informal performance evaluations.
- d. Conduct formal performance reviews annually as required by the Department of Human Resource Management.
- e. Incorporate Operating Principles and the Walker Works philosophy into performance plans.

**XI. ENHANCE POLICY MAKERS (ELECTED AND APPOINTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES**

1. Keep the statutory boards informed of Superfund Activities as requested.

2. Attend board meetings and provide project information and updates as requested.
3. Support Department efforts to inform policy makers of environmental issues.
4. Provide weekly (or as needed) project status meetings with division director for specific high profile sites in order to director informed of critical project issues.

**Measures:**

- a. Provide information as requested.
- b. Participate in meetings and provide input as requested.
- c. Promote DEQ policies and programs in all communication with policy makers.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION

### UST BRANCH

### ANNUAL GOALS

### STATE FISCAL YEAR 2006

#### I. ENVIRONMENT

1. Contaminated Leaking Underground Storage Tank (LUST) sites will be cleaned to levels that are protective of human health and the environment.

##### Measures:

- a. Review and closeout 80 LUST sites between July 1, 2005, and June 30, 2006.
- b. Complete the investigation of 14 LUST-Trust funded sites that have a high potential to be closed based upon the results of the investigation. These site investigations will be completed and results documented by December 31, 2005.
- c. Develop project schedules for state lead sites. Proceed according to project schedules toward site cleanup and closure.
- d. Increase the percent of confirmed LUST sites cleaned up and closed out.
- e. Monitor and evaluate the impact of Methyl Tertiary Butyl Ether on groundwater in Utah.
- f. Procure new architect and engineering contracts for LUST-Trust work by November 28, 2005.

2. Prevent releases of hazardous and toxic substances into the environment.

##### Measures:

- a. Conduct or ensure completion of compliance inspections at 100% of the operating facilities throughout the state by June 30, 2006.
- b. 80% of inspected facilities in substantial compliance with leak detection requirements after 60-day inspection follow-up.
- c. 90% of inspected facilities in substantial compliance with operational requirements after 60-day inspection follow-up.
- d. Identify facilities that remain out of compliance with release detection and release prevention requirements two months after the inspection date and initiate appropriate compliance action.
- e. 97% of operational facilities have current Certificate of Compliance by June 30, 2006.
- f. Track effectiveness of various leak detection methods, including undetected releases, false alarms, and inconclusive results.

3. Program development and continuous improvement for efficient and effective cleanup of LUST sites.

**Measures:**

- a. Prioritize potential UST enforcement actions by July 31, 2005, and update priority list quarterly.
- b. To cost recover state money used to investigate, abate, and/or cleanup LUST sites where the Responsible Party is unknown, unwilling, and/or unable, increase the number of cost recovery action initiated, funds recovered, and settlement agreements completed from the previous fiscal year.
- c. Update the UST Consultant Certification Test and Manual by March 31, 2006.
- d. Review and evaluate the need to update the LUST Reference Manual. If needed, update the Manual by June 1, 2006.
- e. Review and evaluate all LUST form letters to determine if they are still needed or if any corrections are necessary. Complete this review and necessary corrections by June 30, 2006.
- f. Convert UST Access database to MS Access 2003 by April 1, 2006.

## **II. EMPLOYEES**

1. Provide employees clear guidance and direction to successfully fulfill their responsibilities.

**Measures:**

- a. Negotiate performance plans, consistent with strategic goals and objectives, with specific measurable performance criteria for all staff by June 30, 2005.
  - b. Conduct informal one-on-one performance reviews quarterly for all staff to discuss status of assigned projects and provide feedback and direction. Formal review by June 30, 2006.
2. Implement measures to allow for employee development.

**Measures:**

- a. Develop a training needs list by October 1, 2005.
- b. Recognize staff for specific exemplary performance in customer service, individual task accomplishments, teamwork, and support for Department Mission, Vision, and Operating Principles.
- c. If funding allows, provide training for all employees, appropriate to experience and need of each person, and provide at least one training opportunity for each staff member by June 30, 2006.

### **III. CUSTOMER SERVICE**

1. Improve customer service by conducting proactive public communication and education activities.

#### **Measures:**

- a. Publish bi-annual Newsletter by November 2005 and May 2006.
  - b. Project managers will perform site visits to observe and document the installation and startup of all in-situ remediation systems. Project managers will perform at least two site visits per year per site to observe and document the consultant's operation and maintenance, and system performance. Site visits will be documented and the results will be reported quarterly.
  - c. Each project manager will perform 15 site visits to LUST sites in order to provide customer assistance to owners and evaluate if any known alterations to the site have changed or created additional risks.
2. Determine and evaluate budgetary requirements to manage a viable UST Program.

#### **Measures:**

- a. Complete budget for staffing, equipment, travel, and organizational needs by November 11, 2004. Review budget status within 30 days after the end of each quarter.

### **IV. ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES**

1. Keep the Utah Solid and Hazardous Waste Control Board informed of important and relevant information regarding the UST Program.

#### **Measures:**

- a. At each Solid and Hazardous Waste Control Board meeting, prepare relevant information for Board members on environmental policy issues.

### **V. COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS**

1. Provide adequate oversight of local health departments.

**Measures:**

- a. Review contract performance with local health departments by December 1, 2005, and May 15, 2006.
- b. Conduct semi-annual inspector training by December 31, 2005, and June 30, 2006.

# **DRC PROGRAM ANNUAL GOALS**

## **DRC PROGRAM ANNUAL GOALS:**

**Limit the amount of radiation exposure to the public to those levels which are the lowest-level, reasonably achievable (ALARA) from uses of radiation and protect radiation workers. Minimize environmental radiation exposure to the citizens of Utah from generation, movement, remediation, and disposal of radioactive materials.**

### **Measures:**

- Radiation exposure to the general public from medical procedures will be evaluated.
- Entrance skin exposure information for the most common x-ray procedures will be collected by staff and reported to the health provider comparing their results to national and Utah trends. The exposure information will be entered into the Division database to enable tracking of exposure trends for the common x-ray procedures in Utah.
- Dose to radiation workers remains within regulatory dose limits and is ALARA.
- Provide satisfactory regulatory oversight programs to safeguard the public from ionizing radiation: The radioactive materials and low-level radioactive waste programs are evaluated and judged adequate and compatible through the Nuclear Regulatory Commission Integrated Materials Performance Evaluation Program (IMPEP) during routine program reviews.
- Continuation of program to identify radon exposure to citizens. Problem radon areas are identified.

## **DRC PROGRAMATIC GOALS:**

- A. Inform, educate, and facilitate the Radiation Control Board as proactive participants in shaping radiation control policy in the State of Utah.**

### **Measures:**

- Board member, legislative, and elected officials feedback.
- Policy issues are resolved: policy issues are resolved and the record of the meeting reflects decisions and information considered in reaching the decision.

- B. Enhance Policy-Makers' (Legislature, Other Elected-Officials, and Boards) Understanding of Environmental Issues, and facilitate Policy-Makers as Proactive Participants in Shaping Environmental Policy.**

### **Measures:**

- Legislators, other elected-officials, and Board Members are appraised of important environmental policy issues.
- Relationships with policy makers are developed and understanding of environmental issues enhanced.
- Policy makers work with DEQ in development and implementation of environmental policy issues.
- Policy Maker's trust is developed and enhanced with DEQ.

**C. Provide Management of Division Performance Partnership Grant, Cooperative Agreements, and contracts.**

**Measures:**

- Renew existing Division contracts to maintain continuity of services.
- Monitor financial payments on contracts.
- Initiate new contracts.
- Monitor the EPA performance partnership and other grants.

**D. Maintain Customer-Oriented, Professional Working Relationships with Both Internal and External Customers through Focusing on Their Needs and Providing Opportunities for Input into Division Processes and by Working with Customers to Solve Problems. Both Internally and Externally Operate as a Customer-Oriented Agency by Focusing on Customer Service, Building Trust and Problem-Solving Through Cooperative Efforts.**

**Measures:**

- Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- Make timely decisions.
- Improve coordination with internal and external customers.
- Provide effective communication, timely and accurate information, and clear direction to customers.
- Encourage public involvement and informed decision-making
- Involve customers in the rulemaking process.
- Work with customers to solve problems.
- Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provide appropriate environmental protection.
- Customer service feedback.
- Customer input and feedback during informal and formal stages of rulemaking.

**E. Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.**

**Measures:**

- Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for and manage the impacts of uses of radiation and radioactivity.
- Focus on teamwork and partnership in identifying and resolving problems.
- Key problems identified by government partners are addressed and solutions developed and implemented.

**F. The Success of the Employees Determines the Success of DEQ. DRC Will Maintain a Climate and Structure in Which Employees can Function to Their Fullest Potential and Accomplish Division Goals.**

**Measures:**

- Employees are committed to the success of DEQ and DRC and recognize their professional responsibility and accountability in meeting the needs of the organization.
- Employee participation in achieving annual goals is essential.
- Teamwork and problem solving are essential.
- Employees are recognized for their quality work.
- Provide opportunities for training and professional development.
- Employees will perceive the DRC as a desirable place to work.
- The DRC is effective in recruiting and retaining quality employees.
- Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
- Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- Employee recognition programs are in place, utilized, and meet employee and management needs.
- DRC has a low turnover rate and is effective in the recruitment of quality new employees.

**G. Establish Effective Lines of Communication within the Division of Radiation Control.**

**Measures:**

- Hold DRC staff meetings as needed.
- Send E-mails on important issues to staff to help keep them informed.

- Continue to promote the "open-door policy" at all manager levels.

**H. The DRC will Compliment DEQ's "EIMI" Philosophy.**

**Measures:**

- DRC will participate on the Department's EIMI management teams that will set standards.
- The Division will continue development of the Utah Generator Site Access Permit Program.
- The DRC will participate in the "Electronic, Data-Management-System Initiative."

**I. The Division will Provide Necessary Training to DRC Staff to Facilitate and Enhance their Capability to Perform their Job Assignments.**

**Measures:**

- Provide training to staff as requested in accordance with available DRC budget.

# **ADMINISTRATION SECTION GOALS**

## **ADMINISTRATION SECTION GOALS:**

### **A. Financial Management for Division Programs will be Provided.**

#### **Measures:**

- Identify revenue sources utilizing existing information and projections.
- Determine Division staffing needs within funding capability and update budget requirements to include promotions and increases.
- Prepare schedule for Capital Equipment, contracts, Professional/Technical Services, Travel (In/Out), Current Expenses, DP Current Expenses.
- Update Fee Schedule prior to public comment in September/October 2006.
- Prepare "building blocks" and supplemental requests as necessary.
- Finalize budget per Department schedule.
- Prepare and invoice facilities for licensing/registration fees. Track applicable receivables in Finet Advanced Receivables System.
- Track Division expenditures against annual work program including work program adjustments as needed. Reconcile Budget Op Reports.
- Provide budget recommendations and forecast as necessary.
- Prepare fiscal notes for the Legislative Fiscal Analyst as necessary.
- Identify revenue sources utilizing existing information and projections.

### **B. Manage Travel Budget for Division.**

#### **Measures:**

- Determine travel needs from division Director and Section Managers.
- Coordinate "travel ceiling" with Department Budget Officer.
- Monitor "travel utilization" and update budget as needed.
- Prepare travel requests and reimbursements for in-state and out-of-state travels.
- Update staff on travel procedures.

### **C. Evaluate and Determine Appropriate Training for Administrative Staff.**

#### **Measures:**

- Determine training needs for administrative staff.
- Submit training needs to the Division director.
- Participate in "in-house" training opportunities.

### **D. Maintain a Successful Records Management Program for the Division.**

**Measures:**

- Maintain current Files-Index and distribute to Division Staff
- Update Administrative-Files
- Identify documents which may be archived
- Complete archive forms
- Submit appropriate documents and forms to State Archives
- Make appointments for records access
- Maintain the library in an organized manner, removing reference material no longer needed by the Division

**E. Prepare Documents for the Utah Radiation Rules.**

**Measures:**

- Prepare proposed new rule or proposed changes to rule in Board format for approval of the Radiation Control Board.
- If approved, prepare filing form for DAS/Rules and file with that office, in accordance with rulemaking time frames. Send legal notice to newspaper for publication.
- Following the 30-day comment period, and upon the Board's approval, file Notice of Effective Date with DAS/Rules.
- Print rule in DAS format to reflect effective changes.
- Provide paper or disk copies to licensees/registrants and public as required.

**F. Provide Data Processing/Communications Tools to Facilitate Program Goals.**

**Measures:**

- Provide quality assurance for database systems.
- Prepare FY2003 Information Technology Plan for the Division.
- Determine and provide for all data processing and communication changes.

**G. Provide Administrative Secretarial Support to Radiation Control Board.**

**Measures:**

- Prepare packets for mail-out to Board Members, coordinate with Division Director.
- Post agendas 24 hours prior to meeting.
- Contact Board Members regarding attendance.
- Prepare additional handouts

- Set-up room and record Board Meeting proceedings.
- Prepare time-sheets and travel reimbursement requests for Board Members.
- Other arrangements, as needed
- Transcribe and type minutes from Board Meetings
- Provide administrative-support to all Division Staff

**X-RAY REGISTRATION, INSPECTION  
AND RADIOACTIVITY SECTION  
AND  
THE MATERIALS LICENSING AND  
INSPECTION SECTION**

**X-RAY REGISTRATION, INSPECTION AND RADIOACTIVITY SECTION  
AND THE MATERIALS LICENSING AND INSPECTION SECTION**

**A. Perform All Inspections of Registrants in an Effective and Efficient Manner as well as In Accordance with Division Policies and Procedures.**

**Measures:**

- Inspections for new x-ray registrants are automatically assigned to staff for completion within 120 days post-registration.
- Registrants who are past due for a safety-inspection by 120 days or more are completed as the "highest, priority inspections" by the end of the fiscal year.

**B. Complete the Registration Process for FY 2005 and Prepare and Send the Registration Materials for FY 2006.**

**Measures:**

- Bulk mailings for the FY 2006 registration applications are completed during the last week of June 2005.
- Registration application forms and payments are processed so the majority of the work is completed by August 31, 2005.
- Individuals or persons who do not register their x-ray units are issued a payment reminder and referred to the Office of State Debt Collection, if necessary by October 31, 2005.
- Preparation for the mailing of FY 2007 registration packets is completed by June 15, 2006.

**C. Establish Conditions and Circumstances so that the Section is Open for 24 Hour Access.**

**Measures:**

- Updates to the DRC website for the X-ray Section are made, as needed.
- Information about the registration process is made available to the public through the DEQ website.

**D. Provide Assistance to Others by way of a Partnership Agreement with the FDA, a Mammography Facility Inspection Contract with the FDA, and an Inspection Contract with the Department of Health.**

**Measures:**

- Perform the Required Number of Inspections of New X-ray Unit Installations, in Accordance with the FDA's Protocol.

- Perform the contacted number of mammography facility inspections for the FDA, before June 30, 2006. Inspections are to meet standards prescribed by the FDA.
- As part of an FDA audit, "mammography, facility inspectors" receive a satisfactory rating from the FDA. Each inspector must demonstrate proficiency in applicable aspects of the MQSA inspection process.
- Develop and submit a performance contract, by August 31, 2005, for the inspection of specific, health-care agencies, in accordance with protocols developed by the Department of Health, Bureau of Facility Review.
- Perform the facility-inspections, as requested by personnel from the Bureau of Facility Review within a mutually, agreeable schedule.

**E. Respond to Complaints or Allegations Concerning Improper Use or Improper control of Licensed Material and Investigate Incidents Involving Radioactive Materials.**

**Measures:**

- Where an on-site visit is needed to evaluate the conditions, the on-site visit is made within five days of the Division's notification of the problem.
- Submit an "Abnormal-Occurrence Report" to the NRC as soon as practicable, after confirming the problem meets the NRC's reporting criteria.
- Prepare investigation reports and/or enforcement documents in a timely manner.

**F. Reciprocal Recognition Notices are Issued to Licensees Sited in Other Jurisdictions**

**Measures:**

- Reminder notices are mailed to current reciprocity licensees, before mid-December.
- Responses to applications are processed within five days of receipt of the application.
- A tracking system is maintained for the calendar year. This will be used to determine those licensees eligible for a radiation, safety inspection.

**G. Control the Receipt, Possession, Use and Transfer of Radioactive Material to Protect Public-Health and the Environment Through a Comprehensive, Licensing Program. Action Will Involve the Processing of Applications for Use of Radioactive Material, Under the Terms and Conditions of a Specific License in Accordance with Division Policies and Procedures.**

**The Purpose will be to Ensure that an Applicant's Commitments are Sufficient to Provide for the Safe Use and Control of Radioactive Material.**

**Measures:**

- Applications receive a timely primary and secondary review, before being approved.
- Applicants make necessary commitments to ensure safe use/control of radioactive material.
- Applicants make use of applicable, health-physics procedures.

**H. Perform All-Inspections of Specific Licensees in Accordance with the Inspection, Program Policies and Procedures Manual to Assure that Licensees are Abiding by the Rules and Commitments Necessary to Assure Control of Sources of Radiation.**

**Measures:**

- A Schedule of inspections by priority, geographic location and the previous-inspector will be prepared, near-the-end of the calendar year and after applicable data-entry is finished.
- The time-interval, established by the NRC for completion of inspections, is not exceeded.
- A tracking-system, per-fiscal-year is maintained and monitored for reciprocity work notices.
- Licensees working under reciprocity are inspected in accordance with NRC IMPEP Procedure SA-101.
- Inspections are performed in accordance with DRC policies and procedures.

**I. General Licensees are Registered and Inspected in Accordance with Division Policies and Procedures.**

**Measures:**

- New and changed, registration-materials are sent to a licensee, within 30-days after receipt of a manufacturer's, quarterly, distribution-report or notice of change from a licensee.
- Inspections of general-licensees who have received a new Certificate of Registration are performed within six-months, after issuance of the certificate.
- A report is prepared by December 31<sup>st</sup> of each year which lists the existing, general-licensees, who hold a Certificate of Registration due for inspection during the fiscal year.

**LLRW AND URANIUM MILL TAILINGS  
HEALTH PHYSICISTS SECTION**

## **LLRW AND URANIUM MILL TAILINGS, HEALTH PHYSICISTS SECTION**

### **A. Evaluate and Make Necessary Changes to the "Generator Site Access" (GSA) Program for Envirocare.**

#### **Measures:**

- Host "Permittees-Workshop" to discuss joint, regulatory issues.
- Continue with issuance of GSA permits.
- Continue on-site, transportation inspections with "more focus" on generators.

### **B. Continue to Participate with the WGA in the Cooperative Agreement to Provide Funding for the Emergency-Response Training of Responders.**

#### **Measures:**

- Prepare work-plans for approval by the DOE.
- Participate in WGA sponsored activities, as required by the Cooperative Agreement.
- Train responders throughout the shipping-corridor.
- Respond to requests for information and/or training from LEPCs and county governments.

### **C. Perform All Inspections of Specific Licensees in Accordance with the Inspection-Program, Policies and Procedures Manual to Assure that Licensees are Abiding by the Rules and Commitments Necessary to Assure Control of Sources of Radiation.**

#### **Measures:**

- A schedule of inspections by priority, geographic location is prepared near-the-end of the calendar-year and after applicable data-entry is finished.
- The time interval for completion of inspections is not exceeded
- A tracking system is maintained and monitored
- Inspections are performed in accordance with DRC policies and procedures.

### **D. Evaluate and Continue to Provide an Effective, Low-Level, Radioactive-Waste Regulatory-Program, Including Project-Based Environmental Monitoring.**

#### **Measures:**

- Continue routine oversight at Envirocare through modular inspection program, including, at least, annual inspections of the following module categories: engineering (14 modules), and radiation safety (16 modules).
- Oversight of Envirocare's Environmental, Monitoring Program (sampling and analysis of environmental data) through review of quarterly, environmental-monitoring reports.
- Sample air, soil, vegetation, groundwater or surface water at Envirocare, as determined necessary.

**E. Control the Receipt, Possession, Use and Transfer of Source Material in Milling Operations, Byproduct Material, and Byproduct-Material, Disposal Facilities to Protect Public Health and the Environment Through a Comprehensive Licensing Program.**

**Measures:**

- Applications and License Amendments receive a timely review, prior to approval.
- Licensee makes necessary commitments to ensure safe use/control of radioactive materials.
- Status of information, regarding U mills is available to the Public through the DEQ website.
- Develop inspection module for U mills and disposal facility in accordance with the final application for the Uranium Mills and Tailings Inspection Program Policies and Procedures Manual.
- Quarterly or (as needed) perform U mill and disposal facility inspections, in accordance with DRC inspection policies and procedures.
- Prepare inspection reports and/or enforcement documents in a timely manner.

**F. Continue the Environmental Protection Agency sponsored State Indoor Radon Grant (SIRG).**

**Measures:**

- Develop and submit materials and budget for the partnership grant application by the Department's schedule.
- Distribute radon detectors, as necessary, to perform radon-studies.
- Continue outreach efforts to educate the Public regarding radon risks through local health-departments and outreach activities. Allocate funds to the local health districts.
- Annually attend the National Radon Meeting.

- Radon test results from Division, local health departments, and vendor data are tracked in the DRC database by geographic location to enhance identification of problem radon areas.
- Continue radon-awareness and testing through the Newborn Awareness and Testing Program. The DRC will perform annual update. Results will be made available on the DRC webpage.

**G. Conduct an Emergency Response Program**

**Measures:**

- Yearly, review and update the Division's Emergency Response Plan and call list.
- Respond to radiation incidents.
- Participate in emergency exercises, as available.
- Participate in DEQ Emergency Response Planning, as requested.

**H. Provide Necessary Instrumentation and Equipment to Division Staff to Utilize Appropriately.**

**Measures:**

- Maintain, calibrate and inventory all radiation, detection instrumentation.
- Surplus excess instruments, as appropriate
- Provide emergency response equipment to staff.

# **GEOTECHNICAL SERVICES SECTION**

## **GEOTECHNICAL SERVICES SECTION:**

### **A. Provide Technical and Administrative Support to the Division's Radioactive Materials Licensing Program.**

#### **Measures:**

- Provide hydrogeologic and engineering staff "technical support" to the DRC Staff.

### **B. Participate in the Federal Government Surface and/or Groundwater Remedial Actions at SLC and Green River Title I UMTRCA Sites.**

#### **Measures:**

- Provide hydrogeologic expertise for review and comment for any proposed remedial actions
- Ensure the interests of the State of Utah are represented in the Title I uranium mill regulatory area.

### **C. Perform All Inspections of GW Permittees in Accordance with the Inspection Program Policies and Procedures Manual to Assure that Licensees are Abiding by the Rules and Commitments Necessary to Assure Compliance with GW Values.**

#### **Measures:**

- A schedule of inspections by priority and geographic location
- The "time interval" for completion of inspections is not exceeded
- A tracking system per fiscal year is maintained and monitored.
- Inspections are performed in accordance with DRC policies and procedures.

### **D. Continue Participation in the Moab Tailings Stakeholders Group Partnership to Determine Future Actions Regarding the Moab Tailings Pile Cleanup.**

#### **Measures:**

- Organize, co-sponsor and facilitate periodic meetings of the Moab Tailings Stakeholders to address the myriad of issues that must be addressed by the Department of Energy (DOE).
- Determine DEQ's role and future activities for the Moab Tailings Groundwater Subcommittee to address the groundwater cleanup issues at the Moab Tailings Site.

- Determine DEQ's role and the future activities for the Moab Tailings Relocation Subcommittee to address the off-site removal issues at the Moab Tailings Site.
- Continue to facilitate the "Stakeholder-process" by providing information on the Division website under the Moab Tailings Stakeholder Group.
- Participate in the Final Environmental Impact Study (FEIS) for the Moab Tailings as a Cooperating Agency.
- Review Final EIS for the Moab Tailings project, and prepare State comments, as appropriate.

**E. Issue Groundwater Discharge Permits and Corrective Action Orders to uranium Mill Facilities in Response to Agreement State Implementation.**

**Measures:**

- Issue groundwater corrective action order to Rio Algom.
- Continue enforcement activities at International Uranium Corporation for the chloroform plume, including project-oversight, completion of the groundwater-contaminant investigation (GCI) report, and require submittal of a groundwater corrective action (GCA) plan.
- Develop a groundwater inspection program for 11e.(2) facilities—including modules and inspection frequency (Envirocare, IUC, Plateau Resources and Rio Algom).
- Process major, permit modifications for Plateau Resources (and return to "operations status"), upon submittal.
- Process the permit renewal for Envirocare's 11e(2) Cell.

DIVISION OF WATER QUALITY  
ANNUAL GOALS  
July 1, 2005 to June 30, 2006

**Mission:**

*Protect, maintain and enhance the quality of Utah's surface water and groundwater to allow appropriate beneficial uses, and protect public health while giving reasonable consideration to economic impacts.*

**1. Improve DWQ Morale**

**Measures:**

- a. Effectively utilize the incentive award program (DWQ Administration).
  - i. Establish an on-going tracking procedure
  - ii. Receive periodic updates from HRM
- b. Utilize employee committees to investigate improvement opportunities that were identified in the employee survey and develop plans to address them (on-going).
- c. Select the "Idea-of-the-Month" from the suggestion box, implement as many as practicable and respond individually to all those that presented ideas (Walt Baker, Karin Tatum and Employee Committee).
- d. Encourage the department to implement the division "Plan" (Walt Baker)
- e. Hold a personal meeting with each new employee (Walt Baker)
- f. Revise the division's mission statement and build a desire in staff to embrace it (all employees)
- g. Allow the section managers to have greater decision-making authority over the division's travel budget (Branch Managers)

**2. Personnel**

**Measures:**

- a. Institute division organizational changes (Walt Baker).
- b. Become fully staffed by August 1, 2006 by filling the two branch manager positions and the TMDL Scientist position (various).
- c. Develop the Employee Handbook (March 1, 2006, Mary Fugate and Monique Rodriguez).
- d. Provide every employee with at least one professional development training opportunity annually and track these opportunities (ongoing).

- e. Track Professional Engineer and Professional Geologist continuing education units (Liz Taylor).
- f. Encourage participation in CPM classes for interested employees (ongoing).
- g. Actively participate in DEQ training events and track the participation (ongoing, Faye Bell)
- h. Establish training in collecting lab samples for non-monitoring staff (October 1, 2005, Richard Denton).

### **3. Foster integrated information management.**

#### **Measures:**

- a. Continue efforts to convert PCS to ICIS (ongoing, Mike Herkimer and Edith Van Fleet).
- b. Partner with DEQ to begin implementing a division document management system (ongoing, Dan Hall).
- c. Continue enhancements to the electronic storm water management system (ongoing, Tom Rushing and Liz Taylor).
- d. Work to enhance relationships with IT and implement the division's portion of the IT Delivery Plan (ongoing, Branch Manager).
- e. Investigate opportunities to more fully use video conferencing opportunities with LHDs, EPA and others (January 1, 2006, Branch Manager).
- f. Initiate first phase of an integrated document management system through electronic logging of incoming correspondence (July 1, 2005) followed by electronic logging of out-going correspondence (January 1, 2006) (Receptionists and Secretaries).
- g. Enhance DWQ web page (December 1, 2005, Dave Wham)
- h. Post all MOUs on Groupwise (November 1, 2005, Faye Bell).
- i. Post all employee work schedules on Groupwise (October 1, 2005, Faye Bell)
- j. Develop Arc GIS ground water database (May 1, 2006, Ed Hickey).

### **4. Implement Core Programs**

#### **Measures:**

- a. Develop an improved and division-wide means to obtain customer feedback (January 1, 2006, Branch Manager).
- b. Resolve storm water inspection challenge with EPA (November 1, 2005, Mike Herkimer).

- c. Actively participate in the Legislative Water Task Force as wastewater reuse issues now come to the fore (ongoing, John Kennington)
- d. Reissue all CAFO permits (October 1, 2005, Don Hall).
- e. Resolve differences with EPA on storm water inspections (November 1, 2005, Tom Rushing).
- f. Renegotiate the Enforcement Agreement with EPA (February 1, 2006, Branch Manager).
- g. Reduce the amount of federal carry-over funds to a manageable level (October 1, 2005, Stacy Carroll).
- h. Develop a mechanism for validating CNMPs for AFO/CAFOs (November 1, 2005, Don Hall).
- i. Revise the UPDES Penalty Policy in conjunction with EPA (April 1, 2006, Mike Herkimer).

**5. Complete rulemaking and policy making activities with effective stakeholder involvement**

**Measures:**

- a. Modify R317-1 to provide for the changes in effluent reuse approach (September 1, 2005, John Kennington).
- b. Develop administrative rules for Use Attainability Analyses (February 1, 2006, Tom Toole).
- c. Develop administrative rules for impaired waters listing (February 1, 2006, Tom Toole).
- d. Develop criteria for issuing public health advisories (April 1, 2006, branch manager).
- e. Improve public participation process for the development of the 305(b) Report (April 1, 2006, Tom Toole).
- f. Resolve how we will go forward with storm water administrative rules (November 1, 2005, Lyle Stott).
- g. Resolve the matter of FML liners vis-à-vis clay liners in agricultural applications (December 1, 2005, Dave Rupp).
- h. Develop administrative rules for Operating Permits for “non-discharging” wastewater treatment facilities (June 1, 2006, Ed Macauley)

- i. Establish a stakeholder group to make recommendations on revisions to R317-3 (November 1, 2005, Kiran Bhayani)

## **6. Develop an effective biological monitoring program**

### **Measures:**

- a. Complete the establishment of reference sites (December 1, 2005, Richard Denton).
- b. Establish biological matrices to interpret biological data (March 1, 2006, Jeff Ostermiller).

## **7. Collaborate with the Utah State Laboratory on replacing lab equipment**

### **Measures:**

- a. Use PPA carry-over funds to purchase needed lab equipment (October 1, 2005, Richard Denton).
- b. Enter into an operational agreement with the lab to house and maintain newly-purchased lab equipment (September 1, 2005, Richard Denton).
- c. Enter into discussions with the lab on a plan to replace non-functioning or old lab equipment (January 1, 2006, Richard Denton).

## **8. Conduct an effective TMDL Program**

### **Measures:**

- a. Secure the STAG grant funds from NRCS and EPA to hire two watershed coordinators (October 1, 2005, Harry Judd).
- b. Initiate modeling work on the Jordan River (February 1, 2006, Harry Judd).
- c. Complete and track scheduled TMDLs for listed water bodies (ongoing, Harry Judd).
- d. Monitor implementation activities in watersheds according to milestone dates for activities (July 1, 2005, January 1, 2006, Harry Judd).
- e. Maintain quarterly reporting on TMDL activities (ongoing, Harry Judd).
- f. Effectively manage TMDL contracts, expenditures and ongoing obligations to assure the sufficiency of funds to complete work activities (ongoing, Harry Judd and Stacy Carroll).
- g. Inform legislators on completed TMDLs (ongoing, Harry Judd)

## **9. Instruct and educate Water Quality Board members in their responsibilities**

### **Measures:**

- a. Conduct a WQB work meeting (March 1, 2006, Walt Baker)

- b. Provide at least one program update on a programmatic matter at each WQB meeting (ongoing, Walt Baker).

#### **10. Continue work on special studies**

##### **Measures:**

- a. Draw preliminary conclusions on nutrient loadings and their effect on Farmington Bay and its associated wetlands (June 1, 2006, Theron Miller).
- b. Effectively lead the work of the GSL Steering Committee and Science Panel (ongoing, Walt Baker, Bill Moellmer, Reno Dicaldo).
- c. Prepare a final report on the work of the Environmental Subdivision Work Group (November 1, 2005, Bill Damery).
- d. Complete work on the Mining Plan Component to the NPS Management Plan (September 1, 2005, Mike Reichert).
- e. Obtain EPA approval of the Nutrient Management Plan (February 1, 2006, Theron Miller).
- f. Complete Bluff Town ground water study (November 1, 2005, Kiran Bhayani)

#### **11. Effectively administer the Ground Water Protection Program**

##### **Measures:**

- a. Complete Aquifer Classifications in Sanpete Co., Spanish Valley, Morgan Valley and Navajo/Kayenta (April 1, 2006, Bill Damery).
- b. Meet our obligations under the 2007 UIC MV mandates (June 30, 2006, Candace Cady).

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF SOLID AND HAZARDOUS WASTE

### FY 2006 GOALS

May 10, 2006

#### ENVIRONMENT

##### ***DSHW STRATEGIC GOAL:***

Protect human health and the environment by promoting pollution prevention and ensuring safe waste management through the proper handling, transportation, recycling, treatment, storage and disposal of solid and hazardous wastes, used oil, and waste tires.

##### **Measures:**

- P2→**
- a. Provide pollution prevention (P2) and waste minimization assistance. Evaluate the hazardous waste generation data, including the state hazardous waste minimization profile compiled by EPA Region 8, to identify opportunities to improve utilization of this information for increased P2/waste minimization.
  - b. Provide timely and effective compliance monitoring and assistance, enforcement actions, and permitting responses based upon a balance of priorities and available resources.
  - c. Provide for innovative solutions to solid and hazardous waste stabilization and cleanup activities (non-Superfund sites).

##### ***DSHW ANNUAL GOALS:***

- P2→**
- 1. **WASTE MINIMIZATION**  
Implement and support waste minimization and pollution prevention of hazardous waste generation.

##### **Measures:**

- a. Identify and evaluate supplemental environmental projects that are a part of a compliance action as well as the Small Quantity Generator (SQG) compliance assistance program to determine their contribution to waste minimization and pollution prevention. Supplemental environmental projects contributing to waste minimization/pollution prevention will be reported to EPA.
- b. Continue Division pollution prevention policy implementation. Provide pollution prevention information and technical assistance, via fact sheets, newsletters, and

electronic media, to staff and businesses that generate hazardous waste. As necessary, help maintain and supply Department P2 library with resources regarding P2, waste minimization, source reduction and recycling.

- c. Continue working relationship between DSHW and EPA hazardous waste minimization program to assure that P2 resources are leveraged as appropriate to meet common goals. EPA and DSHW will look for opportunities to reflect how state actions support national goals. Review, comment on, and utilize state hazardous waste generation profiles prepared by EPA to increase waste minimization and P2 efforts and successes and to meet other specific state needs. Identify opportunities to link waste minimization efforts to reductions in listed PBT chemicals in RCRA waste streams within the state.
- d. Evaluate the amount of used oil collected for recycling, particularly used oil collected from Do-it-yourselfers (DIYers).

#### **DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

##### **i. Hazardous Waste Management Section Annual Goal:**

Maintain and an effective pollution prevention and outreach program for hazardous waste generators.

##### **Measures:**

- a. Implement P2 and small business incentive and assistance programs.
- b. Continue to evaluate effectiveness of SQG compliance assistance program. Work with SQGs to provide updated information on waste minimization programs and opportunities.
- c. Provide speakers as requested to industry, special interest groups, schools, etc. throughout the year.

##### **ii. Used Oil Section Annual Goals:**

Operate an effective DIYer used oil recycling program for Utah.

##### **Measures:**

- a. Semi-annual DIYer reimbursements are reviewed, entered into database and warrant requests are signed by section manager and submitted to budget officer for processing by August 1, 2005 and February 2, 2006.
- b. Percent of DIYer reimbursements that are received and processed for payment

will be determined.

Maintain a sufficient number DIYer collection centers to make it convenient for the public to recycle their used oil.

**Measures:**

- a. Number of existing DIYer used oil collection centers per city and county will be evaluated.
- b. Number of new collection centers established during fiscal year will be documented.

Maintain effective Used Oil Block Grant Program.

**Measures:**

- a. Number of requests for grant packets received will be documented.
- b. Percent of grant requests approved will be evaluated.
- c. Percent of grant requests approved/disapproved within 60 days will be documented.
- d. Amount of funds awarded will be documented.
- e. Percent of grant payments made within 60 days will be documented.

Enhance the Division's pollution prevention/household hazardous waste outreach program.

**Measures:**

- a. New P2 fact sheets generated to assist different industries, as needed.
- b. In-house P2 library kept organized and up to date.
- c. Division staff kept abreast of contents of P2 library, how to use the P2 library, and P2 fact sheets.
- d. Specific tasks/ideas outlined in the pollution prevention policy will be incorporated in the every day workings of the Division.

**iii. Solid Waste Section Annual Goal:**

Continue administration of waste tire recycling program.

Provide review of bids for cleanup of waste tire piles at municipal landfills within 30 days, as funding is available.

**Measure:**

Time between receipt of bid and adequacy determination is made.

Provide review of bids for cleanup of abandoned waste tire piles within 30 days, as funding is available.

**Measure:**

Time between receipt of bid and adequacy determination is made.

**CPM → 2. PERMITS, CLOSURE, POST-CLOSURE**

Maintain effective solid and hazardous waste permitting and closure/post closure programs. The state and EPA will work together to achieve this goal; where state and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate. EPA and DSHW continue to jointly recognize past efforts that resulted in the issuance of required closure/post closure and operating permit approvals for hazardous waste management facilities creating a necessary focus of ongoing maintenance of these program accomplishments. Consequently, the following measures apply to FY2006 performance activities.

**Measures:**

- a. Maintain accurate information of the universe and status of hazardous waste facilities subject to closure requirements, post-closure permits, and operating permits. Provide the preceding information through automated data systems (RCRAInfo) for all required data elements by the 15<sup>th</sup> of the month following the activity.
- b. Provide appropriate closure/post-closure and permit response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, and program priorities. Appropriate responses may include, but are not limited to, closure plan approvals (RCRAInfo data element CL360), closure verifications (CL380), final post-closure permit determinations/issuances (PC200), and final operating permit determinations (OP200). Permit modifications (PC240) are as

equally important as the preceding activities because they generally reflect upgrading or updating permit conditions resulting in operational improvements for permitted TSDFs in managing hazardous waste.

- c. Conduct periodic analysis of effectiveness of closure/post-closure and permitting activities utilizing program tracking information and conducting briefings with staff for ongoing coordination. This will help to identify areas of progress and areas of concern. Updates to future strategies for accomplishing such activities will be made, as necessary, as part of the FY2006 planning process.

#### **DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

##### **i. Hazardous Waste Facilities Section Annual Goal:**

Implement an effective permitting program for hazardous waste treatment and storage facilities regulated by the HWF section.

##### **Measures:**

- a. All facility permit modification requests are evaluated and addressed within required regulatory time frames.
- b. Identify facilities requiring a five-year permit review or a ten-year permit reissuance by September 30, 2005. Complete five-year reviews in a timely manner. Process permit applications for reissuance and issue Notices of Deficiency (NODs), if necessary, in a timely manner.
- c. Assist and oversight facilities in closure/post-closure activities as they become necessary. Complete reviews of closure plans and closure certifications in a timely manner. Issue closure verifications in a timely manner. Process post-closure permit applications within required regulatory time frames.
- d. Identify the application status of interim status facilities by September 30, 2005. Process applications submitted by interim status facilities and issue final determinations in a timely manner. Provide guidance to interim status facilities preparing permit applications.
- e. Provide facility specific permitting information to RCRAInfo within required time frames.
- f. Conduct periodic analysis of the effectiveness of the permitting process.

##### **ii. Commercial/Federal Facilities Section Annual Goal:**

Maintain an effective permitting program for the commercial and federal hazardous waste

treatment, storage, and disposal facilities (C/FF).

**Measures:**

- a. Meet all C/FF permit commitments as determined with the facilities.
- b. Complete all on going permit modifications as requested within regulatory time frames.
- c. Ensure that permit conditions are based on statutory and regulatory requirements.
- d. Ensure that staff assignments are made taking into consideration appropriate workloads.
- e. Meet FY 2006 goals.

**iii. Chem Demil Section Annual Goal:**

Ensure permits meet regulatory requirements, are enforceable, and provide for protection of human health and the environment.

**Measures:**

- a. Permit conditions are clear and the facility can operate in compliance with the conditions.
- b. Permit standards are uniform for each permitted activity, when applicable.
- c. Permit conditions are based upon regulatory requirements.
- d. Staff assignments made with appropriate workloads.
- e. FY 2006 goals are met.

**iv. Used Oil Section Annual Goals:**

Process all complete permit applications in a timely manner.

**Measure:**

Average number of working days for permit review.

Maintain uniform permits and permit reviews that consistently enforce the used oil management standards.

**Measures:**

- a. Permit formats will be reviewed for consistency and errors and updated to reflect any new rule changes.
- b. Used oil rule booklet modified, as needed.

- v. **Solid Waste Section Annual Goals:**  
Process all permit applications in a timely manner.

**Measures:**

- a. Number of working days for permit review.
- b. Number of days for review of Requests for Additional Information (RAI) responses.
- c. Number of RAI's issued.

Maintain uniform permits and permit reviews that consistently enforce the solid waste rules through use of EPA Technical Assistance Manual and peer review.

**Measures:**

- a. Peer reviews conducted
- b. Modify standard permit as needed.

Review permit applications for Class II, Class III, Class IV, and Class VI facilities within 60 days of receipt of application.

**Measure:**

Number of days from receipt of application to issuance of first RAI or draft permit.

Review permit applications for Class I and Class V facilities within 120 days of receipt of application.

**Measure:**

Number of days from receipt of application to issuance of first RAI or draft

permit.

**CPM → 3. CORRECTIVE ACTION**

Maintain effective corrective action program, including stabilization of environmental releases and clean up of contaminated hazardous waste sites. DSHW and EPA will work together to achieve this goal; where DSHW and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate.

**Measures:**

- a. Maintain and update, as necessary, facility specific corrective action information (universe identification and status) for hazardous waste facilities subject to corrective action, including site assessment, stabilization (accounting for health and environmental risk control measures), and regular corrective action process activities through staff interaction, correspondence and/or automated data systems (RCRAInfo). For RCRAInfo, all required data elements will be entered by the 15<sup>th</sup> of the month following the activity.
- b. Provide appropriate corrective action response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include initial assessment of all TSDs in the corrective action universe including assessment completed (CA050), determination of the need for an RFI (CA070), and CA universe ranking (CA075)), RFI imposed (CA100), RFI approved (CA200), remedy selection (CA400), CMI construction completed (CA550), and corrective action process completed (CA999/RE).
- c. Provide appropriate stabilization response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include stabilization measures evaluation (CA225), stabilization imposed (CA600), stabilization construction completed (CA650), and stabilization process complete (CA999/ST).
- d. Conduct periodic analysis of the effectiveness of corrective action activities and update, as necessary, future strategies for accomplishing such activities as part of the FY2006 planning process. This analysis may include the following environmental indicators: the number and percentage of handlers subject to corrective action with (1) human exposures under control (CA725), and with (2) migration of contaminated groundwater under control (CA750). DSHW will prepare, complete, and submit to EPA Region 8 appropriate documentation of

accomplishments of the above indicators.

- e. In coordination with EPA Region 8, DSHW will continue to evaluate annually and amend, as necessary, the facility-by-facility multi-year plan (up to FY2006) of how and when the environmental indicators of paragraph d. will be achieved. Updated projections will be submitted by October 1, 2005, including an indication if EPA's corrective action goals for FY 2008 can be achieved.

#### **DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

##### **i. Hazardous Waste Management Section Annual Goal:**

Provide compliance oversight for the Voluntary Corrective Action (VCA) program. Conduct oversight and review of corrective action facilities to facilitate effective remediation of contaminated sites.

##### **Measures:**

- a. Review and provide comments on reports and plans as required by the time frames contained in VCA agreements.
- b. Encourage the use of innovative solutions to site remediation.
- c. Continue to develop and update database to track VCAs and show status, coordination, etc. of VCAs

##### **ii. Hazardous Waste Facilities Section Annual Goals:**

Implement an effective corrective action program for hazardous waste treatment and storage facilities regulated by the HWF section.

##### **Measures:**

- a. Identify the status of hazardous waste treatment and storage facilities regulated by the HWF section that are subject to corrective action by September 30, 2005. Determine corrective action goals for each facility.
- b. Review and comment on submitted corrective action plans and reports within the time frames identified in the corrective action module of the permit or Consent Agreement/Order (some interim status facilities are initiating corrective action prior to permit issuance through an Agreement or Order).
- c. Encourage the use innovative technologies in site remediation.
- d. Provide facility specific information to RCRAInfo within required time frames.

- e. Conduct periodic analysis of the effectiveness of the corrective action process.

Implement an effective voluntary corrective action program for non-TSD entities that have entered into an agreement with the Division and that are being over sighted by the HWF section or for non-TSD entities that have applied to the Department's Voluntary Cleanup Program that are being over sighted by the HWF section.

**Measures:**

- a. Review and comment on submitted plans and reports within the time frames identified in the agreements.
- b. Encourage the use of innovative technologies in site remediations.
- c. Conduct periodic analysis of the effectiveness of the voluntary corrective action process.

**iii. Commercial/Federal Facilities Section Annual Goal:**

Maintain an effective corrective action program for the commercial and federal hazardous waste management facilities (C/FF).

**Measures:**

- a. Review and comment on submitted plans and reports for TEAD and Ashland Chemical in a timely manner.
- b. Encourage the use of innovative technologies in site remediations.
- c. Continue to evaluate the need for corrective action at all C/FF sites.

**iv. Chem Demil Section Annual Goal:**

Maintain and effective corrective action program for the Chem Demil Facilities.

**Measures:**

- a. Solid Waste Management Units (SWMUs) are characterized using best industry standards.
- b. SWMU's are prioritized for corrective action based on relative risk as determined by the most recent site data.
- c. Corrective action decisions and actions are conducted in accordance with Utah

corrective action and cleanup standards (R315-101).

- d. Staff assignments made with appropriate workloads.
- e. FY 2006 goals are met.

#### 4. **COMPLIANCE AND ENFORCEMENT**

Evaluate compliance status of solid waste, hazardous waste, and used oil handlers and facilities and foster an ongoing commitment to compliance and environmental protection through on-site inspections and other compliance assistance activities.

##### **Measures:**

- a. Update inspection universe and develop inspection schedule for FY2006, by September 30, 2005. The selected universe and schedule will incorporate, as appropriate, state, regional, and national priorities.
- b. Complete targeted inspections by September 30, 2005.
- c. Continue implementation of the small quantity generator compliance assistance program in FY2006. Participate in joint state and federal industry sectors initiatives.
- d. Provide facility specific compliance and enforcement information through the proper and timely entering of program data into automated data systems (RCRAInfo, EIMI).
- e. Conduct periodic analysis of effectiveness of evaluation activities. This will consist of staff and/or facility contact and data systems reports to note areas of progress and areas of concern.
- f. Continue coordination of EPA Region 8's implementation of the CERCLA Offsite Rule (OSR). A regional implementation policy has been established and will serve as the basis for the Region's implementation of the OSR.

#### **DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

- i. **Hazardous Waste Management Section Annual Goal:**  
Have an effective Compliance/Enforcement oversight program for hazardous waste generators.

##### **Measures:**

- a. Develop a work plan by September 30, 2005, identifying the generator universe to be inspected during FY 2006. The LQG universe will be defined by the September 30, 2005, RCRAInfo data pull.
- b. Conduct on-site evaluations of SQGs as per the Division's SQG compliance assistance program.
- c. Complete inspections, reports, and associated actions within appropriate time frames.

**ii. Hazardous Waste Facilities Section Annual Goal:**

Implement an effective compliance oversight program for hazardous waste treatment and storage facilities regulated by the HWF section.

**Measures:**

- a. Identify facilities to be inspected and develop inspection schedule for FY2006 by September 30, 2005.
- b. Complete all inspections identified in the HWF inspection schedule by September 30, 2006.
- c. Provide facility specific compliance information to RCRAInfo within required time frames.
- d. Conduct periodic analysis of the effectiveness of inspection process.

**iii. Commercial/Federal Facilities Section Annual Goals:**

Maintain an effective compliance oversight program for the assigned commercial and federal hazardous waste management facilities (C/FF).

**Measures:**

- a. Meet all C/FF commitments identified in the C/FF inspection schedule.
- b. Finalize FY2006 C/FF inspection schedule by September 30, 2005.
- c. Supply a copy of the FY2006 inspection schedule to Section staff by October 7, 2005.
- d. Conduct all inspections as identified in the schedule by September 30, 2006.

- e. Conduct on-site compliance evaluations (inspections) of operating commercial land disposal and incineration facilities on an average of twice per month and utilize the section's "Oversight of Commercial Hazardous Waste Management Facilities" guidance document. Conduct inspections of the federal facilities and other commercial facilities on an as-needed basis.
- f. Complete inspection reports/enforcement actions in accordance with Division/Section inspection/enforcement strategy and policy.
- g. Complete compliance assistance inspections as needed.

**iv. Chem Demil Section Annual Goal:**

Maintain a comprehensive and efficient oversight program of Chem Demil Facilities.

**Measures:**

- a. Conduct inspections in accordance with EPA partnership agreement and meet compliance/enforcement time frames.
- b. FY 2006 inspection goals are met.
- c. Available resources identified.
- d. Compliance information resources (reports, checklists, etc.) understood by all section inspectors.
- e. Inspection strategy for each Chem Demil activity followed.
- f. Staff assignments made with appropriate workloads.

**v. Used Oil Section Annual Goals:**

Operate an effective compliance oversight program for all used oil facilities and collection centers regulated by the Used Oil Management Standards.

**Measures:**

- a. Provide guidance to facility owners/operators and collection centers through periodic inspections, timely inspection reports and defining compliance issues. Permitted and registered facilities are inspected at least annually. Perform one audit per year of a permitted used oil facility.
- b. Annual inspections are thorough and inspectors provide assistance.

- c. Update inspection universe and develop inspection schedule for FY2006, by September 30, 2005.
- d. Complete targeted inspections by September 30, 2006.
- e. Audit completed for one used oil facility.

Maintain documentation of inspection and compliance history of each facility.

**Measures:**

- a. Inspection reports will be filed and files kept up-to-date.
- b. Inspection information will be entered into used oil database.
- c. Facility specific compliance and enforcement information will be provided through the proper and timely entering of EPA and used oil program data into the used oil database and RCRAInfo.

**vi. Solid Waste Section Annual Goals:**

Pursue statewide compliance with solid waste rules.

Provide guidance to facility owners or operators through periodic inspections, timely inspection reports and defining compliance issues. Municipal facilities inspected a minimum of once each year and increased frequency based on waste volume and type. Class V facilities inspected quarterly and Class VI facilities inspected semiannually.

**Measures:**

- a. Percent of inspection in which local health department was notified in advance with an invitation to participate.
- b. Percent of facilities inspected once each year.
- c. Percent of facilities inspected more than once per year.
- d. Percent of facilities inspected quarterly.
- e. Percent of inspection reports completed and mailed within 10 days of the inspection.

Inspect all facilities for all permit conditions and applicable regulatory requirements each year.

**Measures:**

Percent of facilities that show all permit conditions checked during each fiscal year.

Maintain enforcement of waste tire storage and waste tire disposal rules.

**Measures:**

- a. Inspections conducted.
- b. Local health departments contacted.
- c. Local health departments participating in inspections

Compile and spot check waste tire transporter monthly flow reports.

**Measures:**

- a. Total reports within 15 days of receipt.
- b. Number of reports spot checked.

**5. TRAINING / TECHNICAL ASSISTANCE**

Continuously improve DSHW technical expertise in the RCRA program.

**Measures:**

- a. Provide specific technical training to new staff and provide refresher training, as needed, for staff in FY2006.
- P2→ b. Work with EPA to plan and provide training offered by EPA including corrective action, permitting, risk assessment, pollution prevention, and other related program functions.
- c. With EPA, jointly identify areas where technical assistance needs could be provided by EPA regional staff, EPA research labs, and contractors. DSHW and EPA staff will provide technical direction to the contractors.

**CPM → 6. INFORMATION MANAGEMENT**

Report key program accomplishments as noted in the above annual goal sections via automated data systems or direct correspondence, to accurately reflect the status of the RCRA handler universe. The DSHW will continue to maintain timely, accurate and complete data, including compliance and enforcement data, and federally required data fields in RCRAInfo. EPA will work with the state to clarify or resolve universe issues and provide training and technical assistance when requested. Program areas will include permitting, compliance/enforcement, closure/post-closure, corrective action, and waste minimization. DSHW and EPA will utilize RCRAInfo and other state data systems for assessing accomplishments in these program areas. Data will be entered into RCRAInfo for all required data elements by the 15<sup>th</sup> of the month following the activity.

Significant violators, significant noncompliers, and high priority violators will be identified and reported to EPA, utilizing appropriate RCRAInfo codes, as agreed upon by DSHW and EPA, and in a manner consistent with national policy and guidance.

Conduct any necessary data cleanup of the 2003 hazardous waste biennial report information.

#### **DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

**i. Hazardous Waste Management Section Annual Goal:**

Have an effective data management program for Hazardous Waste Management Section that will meet the Division Goal.

**Measures:**

- a. Maintain current compliance tracking system and supply information for RCRAInfo.
- b. Provide the required RCRAInfo information by the 10<sup>th</sup> of each month.
- c. Update, review, and evaluate the sections compliance and inspection tracking database.
- d. Review and update the RCRAInfo Corrective Action universe, as needed.

**ii. Commercial/Federal Facilities Section Annual Goal:**

Maintain the RCRAInfo data management program for the C/FF section.

**Measures:**

- a. Provide the required RCRAInfo information to the appropriate staff for input into RCRAInfo by the 10<sup>th</sup> of each month.

- b. Evaluate the data in RCRAInfo to determine if it accurately represents the permitting, corrective action, and compliance/enforcement work completed.

**iii. Chem Demil Section Annual Goal:**

Maintain Chem Demil program activities in automated data systems.

**Measures:**

- a. RCRAInfo data are complete and accurate.
- b. Section database is populated with relevant data.
- c. Permitting, corrective action, and compliance data are useful and accessible.

**iv. Used Oil Section Annual Goal:**

Complete 2005 hazardous waste (biennial) reporting activity and submit to EPA by established time frames.

**Measures:**

- a. 2005 report forms will be distributed to those hazardous waste facilities required to submit report (November-December 2005).
- b. Data quality/verification and necessary edits performed on received reports (June 2006).
- c. A complete draft of Utah's biennial reporting information passing basic edits will be sent to EPA for review by August 31, 2006. EPA will review submittal and notify DSHW of any noted deficiencies by November 1, 2006.
- d. By November 30, 2006, any deficiencies identified by EPA will be corrected and final data will be submitted to EPA for development of the Final 2003 National Biennial Report to be published no later than January 31, 2007.

**EJ→ 7. ENVIRONMENTAL JUSTICE**

The State recognizes that incorporation of environmental justice into the RCRA regulatory program is a priority for EPA Region 8. Upon request, EPA will provide the State access to Geographic Information System (GIS) environmental justice tools; provide information to the State on environmental justice grants; and share information about any available environmental justice resources. The State commits to utilize EPA

staff and GIS resources as appropriate in the implementation of the State hazardous waste program.

**Measures:**

- a. EPA and DSHW will work jointly to develop measures for evaluation.
- b. Incorporate, as appropriate, environmental justice concerns in administration of the program.

***DSHW STRATEGIC GOAL:***

Balance economic factors with compliance and permitting actions.

**Measure:**

Evaluate stakeholders' economic viability when determining compliance and permitting actions.

***DSHW ANNUAL GOAL:***

Consider economic factors in determining penalties for violations.

**Measures:**

- a. Use EPA economic computer models to assist in evaluation.
- b. Use maximum flexibility when negotiating consent agreements to include consideration of financial viability of regulated party.

**DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

- i. **Commercial/Federal Facilities Section Annual Goal:**  
Balance section permitting and compliance actions between economic development and environmental quality.

**Measures:**

- a. Ensure that all permitting and compliance actions are protective of human health and the environment, that they are enforceable, and that they are innovative and economically feasible.

- b. Consider "Environmental Justice" issues when determining penalties; however, the final penalty amount is not solely dependent on the facility location.

***DSHW STRATEGIC GOAL:***

Provide leadership in Utah, the western region, and nationally to influence national policies on waste management activities.

**Measures:**

- a. Division staff attend and actively participate in WGA, NGA, ASTSWMO, and EPA committees, including task forces, etc., to provide maximum input in development of policies.
- b. Staff will submit comments which reflect Utah policies on proposed federal solid and hazardous waste programs.

***DSHW ANNUAL GOAL:***

Ensure staff availability to attend regional and national policy meetings and to participate on appropriate committees.

**Measures:**

- a. Determine success of legislative, budget, and policy initiatives identified as priorities.
- b. Appropriate input is given directly by state and through organizations to decision makers on priority issues.

**DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

- i. **Commercial/Federal Facilities Section Annual Goal:**  
Provide leadership by participating in national organizations and task forces, provide comments on important legislation and rule changes.

**Measures:**

- a. Maintain association with ASTSWMO Compliance/ Enforcement Task Force, attend meetings as appropriate.
- b. As appropriate, comment on rules that could impact the C/FF section.

- c. Maintain association with EPA technical support, attend meetings as appropriate.
- d. Participate in national focus groups, as appropriate.

## **CUSTOMER SERVICE**

### ***DSHW STRATEGIC GOAL:***

The Division will operate and function as an internal and external customer-oriented agency by focusing on customer service, building trust, and problem-solving through cooperative efforts in all Division activities and partnerships.

#### **Measures:**

- a. Customer feedback is solicited and evaluated.
- b. Decisions and services are provided within mutually agreed-upon time frames which best meet customers' needs and provides appropriate environmental protection.

### ***DSHW ANNUAL GOALS:***

Permitting and compliance processes will involve continuous customer input to provide workable and fair permits and compliance actions.

#### **Measures:**

- a. Permitting process will include regular contacts with applicant, local governments, other agencies, counties, and the impacted general public.
- b. The public will be involved as required by statute, regulation, or state public participation policies so that access to public records during public comment periods will allow appropriate time for public participation.
- c. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
- d. Surveys will be provided to external customers involved in the permitting and/or inspection process(es) seeking specific feedback on process successes as well as process improvements. Surveys are voluntarily completed and returned to the Division for review, compilation, and follow up.

- e. Internal processes will be assessed to identify areas for improvement.
- f. Fact sheets regarding permit modifications and permit issuance will be available on the Internet and will be developed to be understandable by the public.
- g. An electronic public viewing area will be developed so the public can view documents on a computer at times convenient to them and not just during business hours.

**DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

**i. Hazardous Waste Facilities Section Annual Goals:**

Maintain customer service throughout the compliance, permitting, and corrective action processes.

**Measures:**

- a. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
- b. Permitting process will include regular contacts with the applicant and, when appropriate, local counties and governments, other regulatory agencies, and the general public.
- c. Corrective action process will include regular contacts with the applicant and, when appropriate, local counties and governments, other regulatory agencies, and the general public.
- c. Periodically send out customer survey forms after inspections, permitting, and corrective action activities asking for specific input on our processes. Evaluate customer survey forms on receipt.

Internal and external customers are able to obtain information and are knowledgeable about the mission and responsibilities of the HWF section.

**Measures:**

- a. All informational phone calls and written information requests are answered in a timely manner.
- b. Update the information on the HWF section in the Division home page as needed.

- c. Provide routine updates on permitting and compliance activities to the Utah Solid and Hazardous Waste Control Board.
- d. Update RCRAInfo as events occur.

**ii. Commercial/Federal Facilities Section Annual Goal:**

Perform all section work with an internal and external customer-oriented approach.

**Measures:**

- a. Compliance and enforcement processes will include regular meetings with affected parties.
- b. Permitting process will include regular contacts with the applicant, and, if applicable, local health department, local government, and the public.
- c. Staff will help the public understand applicable regulations in a courteous and professional manner.
- d. Staff will be open and honest in Division-required public information meetings.
- e. Staff will accept invitations to discuss hazardous waste issues in public settings, to professional groups, schools, or other interested organizations.
- f. The Division Web pages will be maintained and updated, as needed, so that the information is available to the general public.

**iii. Chem Demil Section Annual Goals:**

Improve risk communication to the public.

**Measures:**

- a. Staff willingly help the public understand applicable regulations.
- b. Staff willingly help the public understand environmental studies and data.
- c. Staff are open and honest in Division required public information meetings.
- d. Staff accept invitations to discuss hazardous waste issues in public settings, to professional groups, in schools, or wherever requested.

Maintain Chem Demil Internet homepage. Information for stakeholders is available 24/7.

**Measures:**

- a. Maintain homepage outlining responsibilities of the Section.
- b. Maintain and improve the Web pages to summarize waste management activities at Chem Demil facilities.
- c. Maintain and improve the Web pages to educate the public concerning the safety of waste management activities at Chem Demil facilities.
- d. Key reports, studies, permits, and interesting Chem Demil program data are accessible through the Internet.
- e. Public viewing area for permit modifications available on the Internet.

**iv. Used Oil Section Annual Goals:**

Keep customer informed of process on permit, grant request, registration, compliance and rulemaking activity.

**Measures:**

- a. Compliance and enforcement process will include regular meetings with affected parties prior to final determination.
- b. Permitting process will include regular contacts with the applicant, and local health department, and, if applicable, local government and the public.
- c. All new permit applications will include a 15-day comment period for the general public to review and respond.
- d. Customer survey forms will be sent out after annual inspections and permit issuance asking for input on permitting and compliance process.
- e. Customer survey forms will be evaluated annually.
- f. All proposed rulemaking will include a 30-day public comment period.

Respond to complaints and information requests in a timely manner.

**Measures:**

- a. Complaints received by used oil program staff will be referred to local health departments as soon as practicable for follow up.

- b. Verification that complaints have been followed up by local health departments will be performed.
- c. Verification that appropriate clean up actions are taken where needed will be performed.

Provide complete answers to informational requests from customers in a timely manner.

**Measure:**

All telephone calls requesting information and submitted written requests will be answered in a timely manner.

Keep customers informed of section activities. Maintain information for customers on the Internet and in writing.

**Measures:**

- a. Web page information, including lists of DIYer collection centers and permitted used oil facilities, will be kept current.
- b. Public notices of 15-day comment period for permits and 30-day comment period for proposed rulemaking will be posted on the web page and in appropriate publications.
- c. Used Oil Drip newsletter will be published and distributed once a year to all local health departments, steering committee members, local government, collection centers, appropriate legislators, special interest groups and, as requested, by other interested individuals from the public.

**v. Solid Waste Section Annual Goals:**

Develop and maintain communication throughout the permitting process with applicant, local governments, counties, local health departments, public and district engineers.

Inform each permit applicant, within five days of receipt of a permit application, of the permit review process and the applicable costs involved.

**Measure:**

Percent of letters sent within five working days of receipt of application.

Respond to solid waste complaints and information requests in a timely way and follow up where needed.

**Measure:**

- a. Number of complaints received.
- b. Number of days required to respond.

**PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS**

***DSHW STRATEGIC GOAL:***

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- \* Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.
- \* The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DSHW and local health departments and local governments.
- \* Focus on teamwork and partnership in identifying and resolving problems.
- \* Feedback on success of partnerships is received and evaluated.

**Measures:**

- a. Key problems identified by government partners are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.

***DSHW ANNUAL GOAL:***

The DSHW and EPA will strive to enhance the State/EPA partnership and to ensure the management of a quality hazardous waste program.

**Measures:**

- a. Program guidance/agreements: DSHW and EPA will jointly develop and maintain the MOA, the enforcement agreement, quality assurance plan for environmental data collection, and other operating guidance. In FY2006, DSHW and EPA may review and revise, if necessary, the MOA.
- b. Strategic planning: the DSHW and EPA will jointly plan and prioritize program goals, objectives and activities which address joint priorities. DSHW and EPA will work together on PPA development, program activities and priorities, inspection strategies, planning meetings, program reviews, and national assessments of major program elements.
  - i. DSHW will include in its ongoing program implementation activities, unpermitted waste handling and management operations that may present significant environmental concerns. DSHW will evaluate, where appropriate, the use of Supplemental Environmental Projects (SEPs) that reduce emissions or discharges associated with persistent bioaccumulative and toxic wastes and other priority chemicals being released. DSHW will also consider issuance of orders to address upsets and episodic releases or emissions in accordance with current state laws.
  - ii. DSHW will work with the Region to contribute to the development of a national enforcement and compliance assurance strategy for the Metal Services sector.
  - iii. Region 8 will draft a preliminary report summarizing previous years' sector efforts and identifying next steps for the selected industry sectors.
- c. Coordination of joint activities: DSHW and EPA will maintain a high level of coordination and cooperation between state and EPA staff to assure successful and effective administration of the program. Coordination includes evaluation of desirable technical support and targets for joint efforts/work sharing.
- d. Program communication: maintain frequent/open communication on routine matters, changes in program capability, legislation, and resource levels, emergency situations, and other key activities as described in the MOA. EPA and DSHW will hold regular meetings or conduct conference calls, at least quarterly,

to share information, identify and solve problems, and engage in short-term planning efforts.

- e. Training and technical assistance: the DSHW and EPA will jointly identify state training and technical assistance needs. EPA will make training and technical assistance available to the state and will work towards improving the capability to provide high quality assistance.

### **DSHW INDIVIDUAL SECTION ANNUAL GOALS**

#### **i. Hazardous Waste Facilities Section Annual Goal:**

Strive to enhance the State/EPA partnership.

##### **Measures:**

- a. Adhere to the guidelines of the MOA and enforcement agreement.
- b. Maintain a high level of coordination and communication with EPA counterparts on administering all aspects of the program.
- c. Ensure EPA is made aware of training and technical assistance needs.

#### **ii. Commercial/Federal Facilities Section Annual Goal:**

Meet all Department and Division annual and strategic goals. Work on improving the Section's relationship with EPA Region 8.

##### **Measures:**

- a. Obtain and provide, in a timely manner, a copy of the Department and Division goals to all staff and encourage an open dialog about what the goals mean.
- b. Complete all Department and Division goals that apply to the C/FF section.
- c. Adhere to the guidelines of the MOA, enforcement agreement, and the Enforcement Response Policy as agreed to by DSHW and EPA.
- d. Work to improve the relationship with EPA Region 8.
- e. Provide information as requested to educational facilities, civic groups and other Utah citizen organizations.

#### **iii. Chem Demil Section Annual Goals:**

Establish good relationship between section personnel and parties interested or concerned with program activities and related regulations.

**Measures:**

- a. Provide leadership to the State and nation by becoming experts in fields of incineration, quality assurance / quality control, risk assessment, and chemical agent demilitarization and remediation.
- b. Improved working relationship with EPA staff.
- c. Improved coordination with local health departments.
- d. Up-to-date information on facilities provided to Board members.

Enhance working relationship with regulated facilities.

**Measures:**

- a. Improved communications to obtain better submittal of data.
- b. Continued self-reporting of unusual or non-compliant situations at the facilities.
- c. Shorter turnaround time for submitted plans and modifications.

**iv. Used Oil Section Annual Goals:**

Partnership with local health departments to promote the proper recycling of used oil and protect the environment. Work with local health departments to develop effective used oil work plans as part of the Environmental Services Delivery Plan.

**Measures:**

- a. Negotiate individual used oil work plans by May 31, 2006.
- b. Final used oil work plans are agreed upon by July 1, 2006.

**v. Solid Waste Section Annual Goal:**

Work with EPA to coordinate national programs and incentives to meet the requirements for environmental protection in Utah.

Participate on ASTSWMO solid waste task forces that have influence and contact with EPA solid waste staff and programs.

**Measures:**

- a. Task Force membership
- b. EPA contacts made

Continue to work with EPA on Landfill Methane Outreach Program

**Measure:**

Meetings with landfills on landfill gas projects

**STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS**

***DSHW STRATEGIC GOAL:***

Develop statutory and regulatory authorities to qualify for continued program authorization.

**Measure:**

Updated program authorization is granted by the federal government.

***DSHW ANNUAL GOALS:***

- 1. Adopt new hazardous waste, solid waste, and used oil rules promulgated by EPA to maintain regulatory equivalency and program authorization.

**Measures:**

- a. Identify new federal hazardous waste rules promulgated during cluster period ending June 30, 2005 and which require adoption by the Solid and Hazardous Waste Control Board.
  - b. Rulemaking process will be completed by August 2006.
- 2. Submit updated authorization applications to EPA to maintain hazardous waste program authorization.

**Measures:**

- a. Submit final authorization application for Addendum 12 by March 31, 2006.

- b. Draft authorization application for Addendum 13 will be submitted to EPA for review and comment by June 30, 2006.

**DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

**i. Hazardous Waste Facilities Section Annual Goal:**

Provide assistance in the adoption of new hazardous waste rules promulgated by EPA to maintain regulatory equivalency and program authorization.

**Measure:**

Maintain knowledge of new hazardous waste rules that are critical to program implementation.

**ii. Chem Demil Section Annual Goal:**

Improve regulatory process through involvement in rulemaking.

**Measures:**

- a. Provide comment on proposed rules.
- b. Develop new rules when needed to achieve protection of human health and the environment.

**iii. Commercial/Federal Facilities Section Annual Goal:**

Provide assistance in the adoption of new hazardous waste rules promulgated by EPA or the state in order to maintain regulatory equivalency and program authorization.

**Measures:**

- a. Maintain knowledge of new hazardous waste rules that are critical to program implementation.
- b. Provide comments on proposed rules, as necessary.

**iv. Used Oil Section Annual Goal:**

Work with EPA to ensure continued state primacy for used oil program. Adopt appropriate used oil regulations promulgated by EPA to maintain regulatory equivalency and program authorization.

**Measures:**

- a. Review rules and recommend changes, if necessary, to remain protective of public health and the environment.
- b. Provide comments on proposed federal used oil rules.
- c. Review statute and, if necessary, recommend changes to continue the promotion of used oil recycling and the protection of public health and the environment.

**v. Solid Waste Section Annual Goals:**

Maintain and update, as necessary, solid waste program authority and related rules. Review changes to federal solid waste program and assess impact on Utah and need to modify Utah program.

**Measure:**

Days to evaluate rule.

Propose rule changes to the Solid and Hazardous Waste Control Board, as needed, to implement federal rules, update rules, clarify rules, and maintain state flexibility.

**Measure:**

Rulemaking proposals prepared for Board review and approval.

Identify legislative issues affecting the solid waste program to be addressed in the 2006 Legislative session.

**Measure:**

Legislative needs identified and relayed to the Department for inclusion in Department legislative package.

**COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS**

***DSHW STRATEGIC GOAL:***

Improve the efficiency of statewide delivery of waste management services by strengthening relationships with local health departments and EPA.

**Measures:**

- a. Key waste management problems identified and implemented by partnership of local health departments, local government, DSHW, and EPA.
- b. Adequate resources combined to fully implement Environmental Service Delivery Plan.

***DSHW ANNUAL GOALS:***

- 1. Strong positive relationship established among DSHW, local health departments, and EPA.

**Measures:**

- a. Each local health department notified of any Division activities occurring in their areas of jurisdiction.
  - b. Division Director and/or other appropriate staff meet with each local health department at least annually.
  - c. Coordinate partnership efforts among the Division, local health departments, and EPA.
- 2. Local governments will be informed concerning solid waste, used oil programs, etc., in order to be able to comply with appropriate regulations and plan for future needs.

**Measures:**

- a. DSHW will participate, when invited, with local government organizations, at regular seminars and training meetings, as well as respond to individual requests for information.
- b. Input will be directly solicited from local governments regarding proposed rules which could impact their areas of jurisdiction.

**DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

- i. **Hazardous Waste Management Section Annual Goal:**  
Work with Local Health Departments (LHD), State Agencies and EPA to assist and provide expertise in hazardous waste management programs.

**Measures:**

- a. Section staff will participate, when invited, with local government organizations, at seminars and training meetings, as well as respond to individual requests for information.
- b. Invite participation of local health department staff to help with and assist in hazardous waste generator inspections and compliance assistance.

**ii. Hazardous Waste Facilities Section Annual Goals:**

Develop and maintain strong positive partnerships with local health departments.

**Measures:**

- a. Provide local health departments with the opportunity to participate when conducting inspections at the hazardous waste treatment and storage facilities in their area of jurisdiction.
- b. Ensure directors of local health departments are copied on correspondence related to hazardous waste treatment and storage facilities located in their area of jurisdiction.

Keep local governments informed about the hazardous waste program.

**Measures:**

- a. Participate in training meetings and regular seminars with local governments.
- b. Solicit input from local governments regarding proposed rules.

**iii. Commercial/Federal Facilities Section Annual Goal:**

Develop and maintain strong, positive partnerships with local health departments.

**Measure:**

- a. Provide local health departments the opportunity to participate in inspections at the hazardous waste treatment, storage, and disposal facilities in their areas of jurisdiction. Contact local health departments at least once a year and inform them that they are welcome to participate on inspections with staff of the C/FF section.
- b. Provide copies of correspondence to local health departments related to the C/FF section.

**iv. Used Oil Section Annual Goals:**

Provide local health department with the training necessary for them to fulfill the requirements of their individual used oil work plans in the Environmental Services Delivery Plan.

Assist in providing technical and non-technical training to local health departments, industry, local governments, or other groups.

**Measures:**

- a. Provide local health departments with the opportunity to participate when conducting inspections at used oil facilities and collection centers.
- b. Ensure directors of local health departments are copied on correspondence pertaining to used oil facilities and activities in their areas.
- c. Visit with local health departments and/or perform joint inspections at least two times per fiscal year.

Provide information and assistance to the public, local governments, health departments and others to improve understanding of the used oil program, and specifically the DIYer program.

Assist counties, local officials, legislators and the public in understanding the DIYer program.

**Measures:**

- a. Maintain a list of number of used oil presentations given.
- b. Maintain a list of number of used oil steering committees held.
- c. Maintain a list of public education/outreach tools that were implemented during the fiscal year.

Written information provided to local health departments and local officials.

**Measures:**

- a. Updates of DIYer used oil collection center lists, Used Oil Drip newsletter, copies of all correspondence with used oil facilities located in LHD areas, regulatory updates, etc. are provided to local health departments and local officials when requested. Current information is also available directly from the used oil section Web page.

- b. Semiannual reports provided to local health departments documenting progress on tasks outlined and agreed to in work plans. Assistance is provided when requested.

v. **Solid Waste Section Annual Goals:**

Provide local Health Departments with the training necessary for them to fulfill the requirements of the work plan.

Assist in providing technical and training to operators and local health departments, through waste industry associations, industry, local governments, or other groups.

**Measures:**

- a. Number of training sessions held.
- b. Number of joint inspections conducted with local health departments.
- c. Visits made to local health departments and other local governments.

Provide information and assistance to the public, local governments and health departments to improve the waste tire recycling program. Assist counties, waste tire recyclers, and local health departments in understanding the recycling opportunities and requirements of the Waste Tire Recycling Act.

**Measure:**

Number of meetings with counties and local health departments.

Send an annual update of waste tire recycling activities and quarterly updates of waste tire transporter and recycler lists to local health departments

**Measure:**

Yearly and quarterly update information sent to all local health departments and other interested parties by end of the month following the end of the fiscal year or quarter.

Create and maintain guidance documents on the division Web page.

**Measure:**

Documents are placed on Web page and kept current.

## **EMPLOYEES**

### ***DSHW STRATEGIC GOAL:***

Maintain a climate in which employees can function to their fullest potential, be recognized for their quality work, and accomplish the goals of DSHW.

#### **Measures:**

- a. Employees' assessment of job satisfaction will be solicited.
- b. Individual performance standards will reflect strategic and annual goals.

### ***DSHW ANNUAL GOALS:***

1. Employees are committed to the success of DSHW and recognize their professional responsibility and accountability in meeting the needs of the organization.

#### **Measures:**

- a. Employees' statements and actions reflect strategic and annual goals and DEQ/DSHW policies and procedures, including the DEQ operating principles.
  - b. Annual performance reviews are based on performance standards.
2. Provide appropriate training to employees to increase and foster professional development.

#### **Measures:**

- a. Name and number of employees attending training will be maintained.
  - b. Skills and abilities of staff will increase as demonstrated by work individual products.
3. Problems will be solved through cooperative effort of division staff.

#### **Measures:**

- a. Appropriate Quality Action Teams and other problem-solving teams will be used.

- b. Input from staff will be solicited on issues affecting entire Division.

**DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

**i. Hazardous Waste Management Section Annual Goal:**

Have staff that is adequately trained and empowered to do their job effectively and are given appropriate recognition.

**Measures:**

- a. Meet the Division goals for employee training and recognition.
- b. Provide training in section meetings and identify specific training needs and opportunities.
- c. Encourage and reward staff for innovative ideas, solutions, and proactive approaches to meet goals and objectives, including customer/stakeholder needs.

**ii. Hazardous Waste Facilities Section Annual Goal:**

Encourage and maintain a highly trained professional staff.

**Measures:**

- a. Identify staff training needs as they develop and find, recognizing budget constraints, a way to address them.
- b. Increase skills and abilities of staff.

**iii. Commercial/Federal Facilities Section Annual Goals:**

Adequately train staff to do their job effectively.

**Measures:**

- a. Identify staff training needs that are mandatory, critical, or useful.
- b. Identify training opportunities that meet "a." above, as they become available and as resources allow.

Provide the opportunity for staff members to participate in flexible work schedules, telecommuting, and exercise time to help maintain individual staff ability to function at their fullest potential.

**Measure:**

Provide the opportunity for section staff to telecommute and work flexible schedules while maintaining office coverage and completing section goals.

Conduct section staff meetings as needed.

**Measures:**

- a. Keep staff informed of C/FF issues.
- b. Keep staff informed of proposed/new rules.
- c. Provide opportunity to discuss C/FF deadlines, problems, and accomplishments.
- d. Provide advance notice to new changes or procedures.

- iv. Chem Demil Section Annual Goals:**  
Successful, professional staff. Properly trained.

**Measures:**

- a. Identification of mandatory, critical, and useful training needs.
- b. Identification of training opportunities to meet needs.
- c. Development of training courses where none are available.
- d. Tracking of training achievements for section personnel.
- e. Staff understand DEQ/DSHW goals and objectives.

Committed and productive staff.

**Measures:**

- a. Staff works well together and recognizes the value of teamwork.
- b. Staff complies with rules and policies of State employment.
- c. Staff recognized for their quality work and accomplishments.

- v. Used Oil Section Annual Goals:**  
Develop and maintain appropriate staff expertise to accomplish assigned tasks and assist customers needs. Review and determine staff training needs and opportunities.

**Measure:**

Identify staff training needs and determine if training is available or being offered during the fiscal year.

Subject to budget restraints and availability of specific training courses and classes, obtain training for employees.

**Measure:**

Name and number of employees attending training will be maintained.

Recognize employees for quality work. Implement employee quality recognition tools.

**Measure:**

Number of employee quality recognition tools awarded (incentive awards, on-the-spots awards, administrative leave, etc.)

**vi. Solid Waste Section Annual Goals:**

Have a trained staff to assist all customers.

Define staff training needs.

**Measure:**

Training needs document prepared by August 15, 2005.

Subject to budget restraints, obtain training defined in the training needs document.

**Measure:**

List training received.

**ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES**

Facilitate policy makers as pro-active participants in shaping environmental policy.

**Measures:**

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DSHW in development and implementation of relevant waste management programs environmental policy issues.
4. Policy makers' trust in DSHW is developed and enhanced.

**DSHW INDIVIDUAL SECTION ANNUAL GOALS:**

**i. Hazardous Waste Facilities Section Goal:**

Develop partnerships and maintain good lines of communication with policy makers.

**Measures:**

- a. Keep policy makers informed on program issues that require policy development.
- b. As requested, participate in policy development.

**ii. Commercial/Federal Facilities Section Annual Goal:**

As requested, provide up-to-date information to Board Members and elected officials on issues dealing with C/FF.

**Measures:**

- a. Provide required information for the Board packets as required by the Division and within the required time frames.
- b. The staff will participate in Board meetings where issues related to their assigned facilities are discussed.
- c. Provide information as requested and in a timely manner to all elected officials on C/FF issues as requested.
- d. Provide information that will be placed on the Web for facilities, permits, board issues, etc.. Keep the Division Web site updated and readily accessible to board members, elected officials, facilities, and the general public.

**iii. Used Oil Section Annual Goals:**

To enhance Board members and Legislators understanding of the used oil program by providing them with necessary information to make informed decisions.

Provide educational, rulemaking and enforcement information to the Board in the form of documents and presentations to keep members informed and updated on recent activities within the section.

**Measures:**

- a. Printed material will be provided in a timely manner to the appropriate secretarial staff to meet the Board mailings.
- b. All material provided to the members will be accurate, grammatically correct and presented in a professional manner.
- c. When necessary, appeals will be brought to the Board for discussion and action.

Identify and develop legislative issues and initiatives and prepare pertinent briefing packets for the 2006 Legislative session.

**Measure:**

Legislative needs identified and briefing packets are accurate and complete and prepared in a timely manner.

**DEPARTMENT OF ENVIRONMENTAL QUALITY**  
**Executive Director's Office**  
**FY 2006 Goals**

**I. ENVIRONMENT**

**Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.**

*Measures:*

1. Necessary statutes, rules and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

**Promote a balanced, sustainable relationship between economic development and environmental quality.**

*Measures:*

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental and public health improvements in relation to Utah's economic development.

**Provide leadership in Utah, the western region, and nationally on environmental policy and protection.**

*Measures:*

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

**EDO**

**Provide an environmental vision for Utah and provide leadership for sustainable environmental quality.**

*Measures:*

1. Encourage accountability for problem-solving at all levels.
  - a. Application of operating principles
  - b. Strategic thinking. Clarify the "big picture" for DEQ.
  - c. Mid-year reviews with divisions and offices

2. Customers perceive that DEQ programs are fair and protective of health and the environment – “ask them”.
  - a. Coordinated focus on energy policy and environmental implications
3. Congressional and legislative goals are accomplished (get resource sand laws we need)
  - a. Sunset reviews
4. Targeted environmental programs and processes improved to meet needs of customers while still protecting environmental quality.

## II. CUSTOMER SERVICE

**Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem solving through cooperative efforts.**

- **Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.**
- **Make timely decisions and act on them.**
- **Improve coordination with internal and external customers.**
- **Provide effective communication, timely and accurate information, and clear direction to customers.**
- **Encourage public involvement and informed decision-making.**
- **Involve customers in the rule making process.**
- **Work with customers to solve problems.**
- **Utilize partnerships and stakeholder forums to solve environmental and public problems.**

### *Measures:*

1. Decisions and services provided within mutually agreed-upon time frames which best meet customers’ needs, and provides appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rule making.

### EDO

1. Provide leadership, communicate the expectations, and provide support activities to ensure that divisions and offices work together to resolve problems and address issues.
  - a. Reinforce the inter-relatedness of environmental problems and the interdependence of offices and divisions.
  - b. Recognize successful collaborative problem solving.
  - c. Work with Governor’s office and legislators
  - d. Follow up on Legislative priorities
2. In the course of doing business we will ask external and internal customers whether we are meeting their needs.
  - a. Are we meeting their needs?
  - b. What else do they need from us?

- c. Have you seen a change – is it going the right way?
- d. Have we shared feedback?
3. “Go the extra mile” to help customers
  - a. Ensure prompt response to letters, phone calls and inquiries. Follow up.
  - b. 7 working days response to correspondence from Governor’s office and EDO
4. Schedule meetings, avoid (minimize) cancellations and rescheduling, coordinate schedules of Bill and Dianne.
  - a. Division and office directors have calendars available electronically
5. Develop and implement customer service training for Department receptionists.
  - a. Rewrite customer service training manual
  - b. Meeting will be scheduled to meet with Department secretarial staff.

*Measures:*

1. DEQ solicits customers’ opinions.
2. Customers accept our recommendations
3. Division/office directors ensure prompt and complete customer service

**III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS**  
**Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.**

*Measures:*

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
2. Utah issues and DEQ concerns are reflected in state, regional, and national environmental policies.

**IV. PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS**

**Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.**

- **Work with federal, state, local (including local health departments), and Tribal governments and provide information to plan for and manage the environmental impacts of growth.**
- **The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.**

- **The Performance Partnership Agreement (PPA) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and EPA.**
- **Focus on teamwork and partnership in identifying and resolving problems.**
- **Agreement between Utah and the Nuclear Regulatory Commission (NRC) delineates roles and responsibilities and provides consistent regulation of radioactive materials between the State and the NRC.**

*Measures:*

1. Key problems identified by government partners are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services and obtaining adequate resources.
4. Evaluation of the effectiveness of the Agreement States program in accomplishing the goals of the partnership for delivery of services and obtaining program resources.

## **V. EMPLOYEES**

**The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.**

- **Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.**
- **Employee participation in achieving strategic and annual goals is essential.**
- **Teamwork and problem solving are essential.**
- **Employees are recognized for their quality work.**
- **Provide opportunities for training and professional development**
- **DEQ actively promotes wellness.**
- **Employees will perceive DEQ as a desirable place to work.**
- **DEQ is effective in recruiting and retaining quality employees.**

*Measures:*

1.
  1. Employee feedback.
  2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.

3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has a low turnover rate and is effective in the recruitment of quality new employees

**VI. POLICYMAKERS' UNDERSTANDING OF ENVIRONMENTAL ISSUES**  
**Facilitate policymakers (Governor, Legislators, Elected Officials, and Board Members) as proactive participants in shaping environmental policy.**

*Measures:*

1. Governor, Legislators, Elected Officials, and Board Members are apprized of important environmental policy issues.
2. Relationships with policymakers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.

**DEPARTMENT OF ENVIRONMENTAL QUALITY  
OFFICE OF HUMAN RESOURCE MANAGEMENT  
STRATEGIC AND ANNUAL GOALS  
May 2005**

**ENVIRONMENT**

Establish clear, implement able criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

*Measures:*

1. Necessary statutes, rules, and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a balanced, sustainable relationship between economic development and environmental quality.

*Measures:*

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental and public health improvements in relation to Utah's economic development.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

*Measures:*

1. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
2. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

**OHRM STRATEGIC GOAL:**

Develop, implement, and maintain customer service oriented resource policies and procedures to provide for the effective recruitment, selection, performance management, training, recognition, classification, compensation, and development of departmental employees; and support employees in the administration and interpretation of those policies and procedures in a consistent, effective and efficient manner.

*Measures:*

1. Procedures developed.
2. Employee and supervisor feedback.

**CUSTOMER SERVICE**

Both internally and externally operate as a customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
- Make timely decisions and act on them.
- Improve coordination with internal and external customers.
- Provide effective communication, timely information, and clear direction to customers.
- Encourage public involvement and informed decision-making.
- Involve customers in the rulemaking process.
- Work in customers to solve problems.
- Utilize partnerships and stakeholder forums to solve environmental and public problems.

*Measures:*

1. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs and provide appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rulemaking.

**OHRM STRATEGIC GOAL**

Operate as a customer oriented office by focusing on customer service, trust and problem solving through teamwork and partnership.

- A. Meet on a regular basis with Division Directors, employees, and all interested customers to identify our needs.
- B. Evaluate policies and procedures
- C. Improve communication with internal and external customers.
- D. Make timely decisions.
- E. In partnership with DHRM, develop operating contract.
- F. Performance plans are developed outlining specific duties and responsibilities focusing on Operating Principles.
- G. Utilize Utah Job Match to provide the Qualified Applicants.

*Measures:*

- 1. Procedures developed.
- 2. External and internal customer feedback.
- 3. Re-engineering provides successful, understood transition of Class/Comp. to skill-based class/comp., process.
- 4. Customer Feedback.
- 5. Contract goals followed
- 6. Operating principles are displayed and utilized as part of business practice.

**OHRM ANNUAL GOAL:**

Review, revise and develop policies and procedures enhancing customer service.

*Measures:*

- 1. By 10/1/05 review current policies to insure compliance with new State and Federal requirements.

2. By 10/1/05 identify policy needs.
3. By 11/1/05 develop or amend needed policies/procedures.
4. Within 120 days of issue, policies will be developed and processed for implementation.
5. Approved Department policies/procedures will be disseminated to all Department agencies within 30 days of the implementation or effective date.
6. Active involvement in the formulation of State Human Resource policies/procedures and legislation.
7. Adhere to all provisions of the DHRM delegation agreement.
8. Active involvement in State consortiums, committees, and task forces.
9. As requested, assist State and local governments with committees, training, classification and other HR issues.
10. Receive positive feedback.
11. OHRM will provide information to employees on a regular basis.
12. Group wise folder developed and distribute to employees, update regularly.

#### PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- Work with federal, state, local (including local health departments), and tribal governments and provide information to plan for manage the environmental impacts of growth.
- The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- Focus on teamwork and partnership in identifying and resolving problems.

- Utah has signed an agreement with the Nuclear Regulatory Commission (NRC) that delineates the roles and responsibilities and provides consistent regulation of radioactive materials between the State and the NRC.
- *Measures:*
  1. Key problems identified by government partners are addressed and solutions developed and implemented.
  2. Effectiveness of the Environmental Service Delivery Plan in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.
  3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources.
  4. Evaluation of the effectiveness of the Agreement program in accomplishing the goals of the partnership for delivery of services and obtaining program resources.

**Key Environmental Indicators:**

- Radioactive materials, radioactive waste, exposure to x-rays
- Radioactive material releases to air, soil and groundwater is controlled
- Human exposure to radioactive materials is controlled
- Human exposure to x-ray radiation is controlled
- Human exposure to elevated levels of radioactive radon gas, an indoor air quality issue, is evaluated
- Radon gas as an indoor air pollutant is controlled

**OHRM STRATEGIC GOAL:**

OHRM revise/review and coordinate statewide Department trip reduction program.

*Measures:*

1. Trip reduction information provided and distributed to employee/customers.
2. Drive alone rates are reduced.
3. Use alternative such as telecommuting, flex schedules, alternative work schedules while maintaining positive customer service base.
4. ECO passes advertised and utilized by employees.

## **STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS**

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah Needs.

### *Measures:*

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
2. Utah issues and DEQ concerns are reflected in state, regional, and national environmental policies.

## **POLICY MAKERS' UNDERSTANDING OF ENVIRONMENTAL ISSUES**

Facilitate policy makers (Governor's office, Legislators, Elected Officials, and Board Members) as proactive participants in shaping environmental policy.

### *Measures:*

1. Governor's office, Legislators, elected officials, and Board members are apprized of important environmental policy issues.
1. Relationships with policy makers are developed and understanding of environmental issues enhanced.
2. Policy makers work with DEQ in development and implementation of environmental policy issues.
3. Policy makers' trust in DEQ is developed and enhanced.

## **OHRM STRATEGIC GOAL**

In accordance with Utah Code 26A-1-112, promote, provide and coordinate continuous quality-based human resource services for local health department and local governments.

### *Measures:*

1. Provide information and requested assistance to local health departments to ensure that local health department position qualifications are comparable with the Utah Department of Environmental Quality within specified mutually upon time frames.
2. Customer feedback.

## **EMPLOYEES**

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- \* Employee participation in achieving strategic and annual goals is essential.
- \* Teamwork and problem solving are essential.
- \* Employees are recognized for their quality work.
- \* Provide opportunities for training and professional development.
- *DEQ actively promotes wellness.*
- *Employees will perceive DEQ as a desirable place to work.*
- *DEQ is effective in recruiting and retaining quality employees.*

### *Measures:*

1. Employees' feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.

3. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. DEQ has low turnover rate and is effective in the recruitment of quality new employees.

**OHRM STRATEGIC GOAL:**

Promote, provide and coordinate continuous quality-based employee development and training opportunities.

*Measures:*

1. Course assessments.
2. Employee interest.
3. Attendance.
4. Needs assessment.
5. Programs utilized.

**OHRM ANNUAL GOAL:**

Review, revise, assess and develop applicable training programs.

*Measures:*

1. Corrective action/discipline training will be offered quarterly.
2. Sexual Harassment Avoidance training will be offered quarterly.
3. Recruitment/ADA/Selection training will be offered quarterly.
4. Driver Safety training will be offered quarterly.

5. Telecommuting training will be offered as requested.
6. Certified Public Management training will be offered quarterly.
7. HRM/Department rules/regulations training will be offered annually.
8. Leadership/HR training programs are developed and presented.
9. Utah Skills Match training provided to all employees.
10. Customer service training provided.
11. Feedback
12. Brown Bag session held.

**OHRM STRATEGIC GOAL:**

Provide programs to develop and promote employee well being, involvement, and recognition to maximize employee productivity.

*Measures:*

1. Employee feedback.
2. Programs in place.
3. Program utilization.
4. Staff meetings are called quarterly with division management team.
5. Benefit information updated and communicated to employees.
6. Procedures are followed according to training.
7. Liability issues are reduced.
8. Organize, maintain, and coordinate ETC efforts for DEQ.

**OHRM ANNUAL GOAL:**

Fair and consistent application of services and programs provided by the Department.

*Measures:*

1. Review, revise, and establish programs to recognize employee contributions.
2. Provide a quarterly summary of monetary awards to each Division/Office director.
3. Maintain an applicable employee assistance wellness referral program.
4. Provide confidential problem resolution services, and appropriate referral services.
5. Fair, equitable, consistent services will be provided to all employees.
6. Provide service awards annually.
7. Provide employees with a wider selection of service awards.
8. Recognize accomplishments/contributions of employees through such areas as newsletter, staff meetings, e-mail, and other methods of recognition.
9. Operating Principles are utilized in conducting business.

**OHRM STRATEGIC GOAL:**

Maintain complete, orderly, and confidential personnel records, which document employee performance, record benefits, employee development, training and compensation.

*Measures:*

1. Records are complete.
2. Records are retrievable.
3. Records are accessible.
4. Employee feedback.
5. Employee profile utilized.

**OHRM ANNUAL GOAL:**

Employee personnel files will be maintained in accordance with established guidelines.

*Measures:*

1. DHRM delegation agreement will be followed.
2. Maintain confidentiality of materials in personnel files in accordance with State and federal rules.
3. All new employees' files will be developed within two weeks of new employee orientation.
4. Physical security will be maintained in accordance with applicable State and federal requirements.
5. Conduct annual assessment of employee personnel information located in the personnel file and on the employees' history cards.
6. Provide information to employees, assist to understand process.
7. Continue to provide support in USM and other DHRM sponsored programs.
- 8.
1. Provide support and training in the operation of employee profile application.
9. Atlas files organized and maintained. Files provided to customers on request.

## **IT ANNUAL GOALS FY2006**

### **IT STRATEGIC GOAL:**

Support the Department of Environmental Quality's mission by providing DEQ, regulated entities, and the public with simple access to accurate information that answers environmental questions and improves the way DEQ does business. We will accomplish this by:

- Provide technical support for business decisions by using the principles of Environmental Information Management Initiative (EIMI).
- Ensure DEQ network resource availability and functionality in support of DEQ business processes.
- Support the development and evolution of technology and information standards that can have benefit DEQ and it's mission.
- Provide support to DEQ by providing IT tools and resources that can enhance programs with a coordinated effort when every possible.

### **FY05 IT ANNUAL GOALS:**

1. Provide technical support, and leadership in selecting and implementing an electronic document management system to be made available for all divisions and programs of DEQ.
2. Develop a technical proposal for the development and promulgation of mobile computing on a department-wide basis.

This will include bringing wireless nodes into DEQ buildings for local, secure, wireless access to the DEQ network. We will also continue to investigate wireless access for DEQ employees while doing fieldwork. IT will also begin full support of DEQ PDA computing devices as it relates to mobile computing.

3. Successfully flow Facility Registration System and National Emissions Inventory data to the EPA Central Data Exchange. Facilitate additional flows as business needs arise.
4. Assist in the modernization of the Drinking Water Information System (SDWIS) by providing Project management and programming services.

5. Assist in the modernization of the Air Quality Information System by providing Project management expertise and assisting in contracting for other needs.
6. Assist in the modernization of the Radiation Control X-Ray information system by providing systems analysis and programming services.
7. Provide leadership to the FRS information exchange by evaluating and implement a replacement concept for the DEQ CIM database.
8. Coordinate the Strategies for WEB development and design.  
Working with the Office of Planning, we will assist with technical expertise by participating on committees and working groups.
9. Optimize and simplify database and middleware support.
10. Place additional emphasis on internal and external IT employee training.
11. Continue with modernization program on network infrastructure.  
DEQ network servers are being replaced on a rotational basis. We will continue this rotation and will replace and upgrade other 'backroom' hardware for items such as hubs, routers, switches, etc. DEQ will continue to implement hardware with built in redundancy and fault tolerance. DEQ IT will begin an investigation of the viability of LINUX as a network operating system.
12. Review and optimize internal IT practices to enhance quality and timeliness of internal customer support.
  - Deployment of applications and other software using the NetWare application launcher.
  - Adopt standard application navigation
  - Adopt standard application and database standards focused on compliance/flexibility.
  - Deployment of third party and non-DEQ standard software.
13. Develop, maintain, modify and enhance existing information systems and new information systems as approved by the EIMI process.
14. Support the State of Utah strategic IT goals and objectives as defined by the Chief Information Officer.
15. Support the state enterprise initiatives as they apply to DEQ.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## OFFICE OF PLANNING & PUBLIC AFFAIRS FY 2006 GOALS

### PPA MISSION:

Enhance the effectiveness of the Department and Divisions by partnering in community relations, media relations, pollution prevention, public education, planning, business assistance, and environmental justice.

### ENVIRONMENT

#### PPA STRATEGIC GOAL #1:

Partner with the Department and Divisions in planning and policy initiatives.

#### PPA PLANNING GOALS:

1. Provide planning support to statewide initiatives.

##### Measures:

- a. Coordinate DEQ participation in Utah Quality Growth Commission, Wasatch Choices 2040 and others opportunities that arise.
- b. Coordinate information and issues from statewide initiatives through appropriate DEQ channels.

2. Provide policy and planning support for DEQ initiatives.

##### Measures:

- a. Maintain community-based planning efforts.<sup>CBEP</sup>
- b. Identify and implement pollution prevention cross-media projects.<sup>P2</sup>
- c. Incorporate environmental indicators into Local Health Department contracts and the Performance Partnership Agreement (PPA).
- d. Coordinate completion of the FY 2006 PPA.
- e. Coordinate completion of End-of-Year report for FY 2005 PPA.
- f. Support EIMI initiative.

3. Provide policy support for DEQ initiatives.

**Measures:**

- a. Assist with tribal relations, Environmental Justice, Sustainable Communities, and CBEP issues.
- b. Assist with Environmental Council of States (ECOS) and other national policy initiatives, as requested.
- c. Support implementation of Clean Utah!
- d. Participate in statewide Homeland Security planning efforts, including bioterrorism.

**PPA STRATEGIC GOAL #2**

Facilitate integration of Pollution Prevention initiatives in DEQ and throughout the state.

**PPA POLLUTION PREVENTION ANNUAL GOALS:**

1. Promote and Support Environmental Management Systems (EMS) and Clean Utah! Initiatives

**Objective:**

Improved environmental performance through adoption of sustainable practices by business that can be showcased through Clean Utah!

**Measures:**

- a. Number of Clean Utah! new partners
- b. Number of EMS audits completed
- c. Number of project promotional presentations completed
- d. Reductions in pollutants in recreational areas and schools.
- e. Pollution reductions in Utah business industry.
- f. Pollution reductions at DEQ.

2. Develop and Support Statewide Partnership Efforts

**Objective:**

Improved environmental awareness through partnerships with the P2 program and other groups/agencies with similar goals and priorities.

**Measures:**

- a. Number of ongoing partnerships as well as number of new partnerships.
- b. Number of participants in Utah P2 sponsored conferences and workshops. Effectiveness of the workshops will be demonstrated using evaluation forms.
- c. Number of P2 award nominations received for annual P2 award recognition program.
- d. Completion and distribution of EPA P2 measurement tool.

3. Encourage Pollution Prevention to Utah Citizens Through Programs that Target the Reduction of Special Wastes.

**Objective:**

Reduce the amount of contact and improper disposal of wastes that can cause human health concerns and environmental pollution.

**Measures:**

- a. Amount of mercury collected and properly disposed of.
- b. Amount of used oil collected and properly disposed of.
- c. % reduction in lead contamination in children in Utah.

4. Continue to Support and Promote the Use of Supplemental Environmental Projects (SEP) in Utah.

**Objective:**

Direct environmental improvement due to enforcement action, flexibility, and innovative problem solving.

**Measures:**

- a. # of SEP's that DEQ uses during FFY05.
  - b. Reductions in pollutants from SEP's during FFY05.
  - c. Improvements in reporting and tracking procedures.
5. Administer P2 grant by Preparing Applications and Quarterly Reports, Monitoring, Budget and Providing DEQ Oversight for P2 Initiatives.

**Objective:**

Improved tracking of P2 dollars and their effectiveness in preventing pollution.

**Measures:**

- a. Completed grant requirements.
- b. Completed state budget review and planning.
- c. Positive feedback from EPA and state grant/finance offices.

**PPA STRATEGIC GOAL #3:**

Promote a sustainable relationship between economic development and environmental protection by coordinating work with businesses and related organizations.

**PPA SMALL BUSINESS ASSISTANCE GOALS:<sup>SBA</sup>**

1. Facilitate the development of the DEQ business assistance policy.

**Measures:**

- a. Promote public participation through the Compliance Assistance Panel, DEQ Boards, and other entities.
- b. Coordinate development of consistent business assistance policies within DEQ and emphasize cross-divisional focus in all outreach activities.
- c. Maintain Business Assistance home page.
- d. Coordinate with other business assistance providers and professional associations.<sup>SBA</sup>

2. Serve as Small Business Ombudsman for DEQ.<sup>SBA</sup>

**Measures:**

- a. Assist small businesses with DEQ permitting process and other programs as needed.
- b. Assist DEQ divisions with the development of appropriate outreach materials.
- c. Participate in outreach opportunities such as conferences, presentations, etc., to provide information to small businesses.
- d. Participate in pre-design conferences.
- e. Promote cross-media small business assistance within DEQ.

**CUSTOMER SERVICE**

**PPA STRATEGIC GOAL #4:**

Provide public information and participation opportunities.

**PPA PUBLIC EDUCATION ANNUAL GOALS:**

1. Link public education projects across divisions.

**Measures:**

- a. Correlate 1-800 calls and DEQINFO e-mail inquiries to education initiatives.
  - b. Incorporate DEQ initiatives into Take Pride in Utah, NEF Debate Program, and other initiatives.
  - c. Assess the response of targeted audience.
  - d. Coordinate redevelopment of DEQ display and department-wide participation in outreach opportunities.
2. Oversee content and coordinate information dissemination on DEQ home page.

**Measures:**

- a. Serve as DEQ Webmaster and coordinate internal Web workgroup.

- b. Update DEQ home page as needed, edit content, standardize pages, and assure that copy is written clearly and concisely, using Associated Press style guidelines.
- c. Coordinate update of DEQ Web standards and revision of the website.

**PPA COMMUNITY INVOLVEMENT ANNUAL GOALS:**

- 1. At the request of the Divisions, provide assistance in preparation and implementation of community involvement plans for specific projects and programs.

**Measures:**

- a. Conduct training, upon request, on community involvement issues.
  - b. Develop plans in conjunction with project or program manager.
  - c. Ensure community and other stakeholders are appropriately involved in the development and implementation of community involvement plans.
  - d. Administer survey or other feedback tool at the conclusion of each project to gauge success.
- 2. Ensure Environmental Justice (EJ) issues are incorporated into community involvement plans.

**Measures:**

- a. Assist with EJ questions as needed in coordination with EPA.
- b. Provide grant information to interested entities.

**PPA MEDIA RELATIONS ANNUAL GOALS:**

- 1. Coordinate DEQ media relations.

**Measures:**

- a. Ensure DEQ media policy is followed.
  - b. Encourage reporters to use DEQ's public information office.
  - c. Ensure staff uses DEQ's public information office.
- 2. Provide training for DEQ staff.

**Measures:**

- a. Provide coaching, feedback, and help with message development.
- b. Develop and provide media training to all Divisions.
- c. Ensure DEQ issues are covered in the media accurately.

**PARTNERSHIP WITH FEDERAL, STATE, LOCAL, AND TRIBAL GOVERNMENTS**

**PPA STRATEGIC GOAL #5:**

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

**PPA LHD LIAISON ANNUAL GOAL:**

Amend and update Environmental Service Delivery Plan reflecting partnership initiative.

**Measures:**

- a. Align Environmental Service Delivery Plan with DEQ Goals and Objectives.
- b. Coordinate signed contracts, MOUs, or updated sections of Environmental Service Delivery Plan.

**EMPLOYEES**

**PPA STRATEGIC GOAL #6:**

Promote environmental excellence through teamwork and mutual support by providing training and recognition.

**Measures:**

- a. Promote value-added roles for PPA staff in department activities.
- b. Provide training.
- c. Recognize teamwork and individual efforts.

**PPA EMPLOYEE ANNUAL GOALS:**

1. Create training opportunities and support participation in professional organizations.

**Measures:**

- a. Provide training.
  - b. Support participation in professional organizations.
2. Use staff meetings to share project information, encourage synergy, and recognize individual and team efforts.

**Measure:**

- a. Use formal/informal reward system to recognize and acknowledge individual and group achievements.

**POLICYMAKERS' UNDERSTANDING OF ENVIROMENTAL ISSUES**

Facilitate policymakers (Governor's office, Legislators, Elected Officials, and Board Members) as proactive participants in shaping environmental policy.

**Measures:**

- a. Support efforts to apprise Governor's office, Legislators, elected officials, and Board members of important environmental policy issues.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## OFFICE OF SUPPORT SERVICES ANNUAL GOALS

MAY 2005 - May 2006

### CUSTOMER SERVICE

#### DEQ STRATEGIC GOAL:

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- \* Make timely decisions.
- \* Improve coordination with internal and external customers.
- \* Provide effective communication, timely information and clear direction to customers.
- \* Involve customers in the rule making process.
- \* Work in partnership to solve problems.

#### Measures:

1. Decisions and services provided within agreed upon time frames which best meet customers= needs.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rule making.

#### OSS STRATEGIC GOAL:

Operate as customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.

- \* Execute a formal procedure to identify our customer=s needs.
- \* Execute a procedure for evaluation of all our current procedures.
- \* Improve coordination and communications with our current procedures.
- \* Make timely decisions.

Measures:

1. Annual prioritized list of customer needs.
2. Customer feedback.

OSS ANNUAL GOALS:

1. We will make ourselves available to our customers in the Department to discuss the quality of our services and any gaps in the services we are providing.
2. The Budget Section will continue to work with SSC=s and other division staff to help them develop skills in using support tools such as Access and the Clarion budget and Forecasting System.
3. The Budget Section will continue to carefully review the LFA's Excel and Access versions of the fee document to eliminate errors.
4. The Budget Section will prepare various analysis of historical budget reductions, unfunded program requirements, costs per FTE charts and other analysis as needed.
5. The Budget Section will develop a schedule of significant budgeting due dates.
6. The Budget Section will continue to update the Travel Procedures and implement new processes to improve the Travel System.
7. The Budget Section will produce monthly reports and charts detailing travel workload and Department travel expenditures.
8. The Budget Section will produce monthly budget forecasts in coordination with Division SSC's. These will be presented to management for review on a monthly basis beginning in October each year.

9. The Budget Section will review all travel reimbursements for accuracy and timeliness. Third party reimbursements will also be tracked and reported to management for necessary follow up action.
10. The Budget and Finance Section will encourage and help the Divisions to get the necessary training to use the State's Data Warehouse and other resources available to do budgeting and other financial research. This will enhance their ability to obtain timely financial information for making management decisions.
11. The Finance Section will continue to closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings. The Finance Section will develop a monthly report on cash and investment balances and earnings.
12. The Finance Section will continue to process DP1's and pay accounts payable on a timely basis to help ensure the division's procurement and vendor payments are made timely.
13. The Finance Section will continue to review the accounts receivable policy and procedures of the Department and propose recommendations for improvement. Outstanding receivable reports will be reviewed monthly.
14. The Finance section will continue to provide training and customer support for the DP1 system as necessary.
15. The Finance Section will continue to work in conjunction with the IT section to monitor and enhance the DP1 system.
16. The Finance Section will continue to analyze usage of telephones (land & cell) and review and monitor employee reimbursements of telephones for personal use.
17. The Finance Section will develop and track the following performance measures:
  - a. Timeliness of processing DP1's from purchasing review to placing of order.
  - b. Number of audit findings from State Auditor and State Finance audits.
  - c. Noncompliance with timeliness of deposits of cash receipts.
  - d. Noncompliance with timeliness of federal reporting requirements.
  - e. Maximization of investment versus cash balance in restricted accounts.
  - f. Adherence to State Finance closeout schedule.
  - g. Number of transactions in FINET.
18. The Finance Section will review and update contract general provisions.
19. General Services will coordinate one annual facility-wide fire drill and work for

the goal of achieving 100% participation. A complete employee evacuation should be held under the maximum acceptable time of 5 minutes.

20. General Services will obtain 100% participation in the annual self-inspection survey by Division/Office Risk Management Committee members. All exceptions will be documented and follow-up on with corrective action plans.
21. General Services will review, update and submit to Risk Management the annual Statement of Property Values by the due date of May 2, 2006.
22. OSS will process cash receipts within three days of receipt of money.
23. OSS will coordinate all GRAMA requests received daily from all divisions. EDO office will be kept informed of these and all will be processed and answered in the allotted 10-day period of time.
24. The office will compile an annual report for the Executive Director describing activities, accomplishments and statistics on processes completed.

## EMPLOYEES

### DEQ STRATEGIC GOAL:

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- \* Employee participation and continued involvement are encouraged.
- \* Teamwork and problem solving are encouraged.
- \* Employees are recognized for their contributions.
- \* Provide opportunities for training and professional development.

### Measures:

1. Employees= feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees= statements and actions reflect strategic and annual

goals and DEQ policies and procedures.

4. Employee recognition programs are in place, utilized and meet employee and management needs.

#### OSS STRATEGIC GOAL:

In order to more fully utilize our major resource, the employees of the Office of Support Services must achieve the following:

- \* Standards must be established and followed for communicating pertinent information to each employee in the office.
- \* Implement employee recognition programs and practices that will result in a work force that believe quality work is recognized.
- \* Develop within existing resources the most efficient professional development program possible.
- \* Employees will continue to be part of the problem-solving process and in an environment where they not only are comfortable expressing their ideas and concerns, but are expected to do so.

#### Measures:

1. Employee surveys.
2. Prioritized list of necessary professional development.
3. Quarterly meeting with all employees to discuss problems and solutions.

#### OSS ANNUAL GOALS:

1. Semi-annual meeting with all employees of OSS will include the following discussions:
  - a. Status of progress toward achievement of OSS annual goals.
  - b. Employee suggestions for procedural enhancements.
  - c. Status of the Department=s and various Division=s progress toward

achievement of annual goals.

- d. Other department/office initiatives.
2. Effectively utilize the Department=s Quality Recognition program and develop sensitivity among OSS employees (especially supervisors) as to the importance of employee rewards and recognition.
3. All employees will understand the Department=s Operating Principles. Those principles will be reflected in the way each employee of the Office conducts business.
4. The Office will support the Department=s leadership development efforts. All training will be attended by the appropriate individuals and it will be expected that those individuals will apply lessons learned in that training.

## STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS

### DEQ STRATEGIC GOAL:

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

### Measures:

1. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
2. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

### OSS STRATEGIC GOAL:

OSS will take an active role to help influence and develop rules and programs that are consistent with and help Utah achieve its needs.

### OSS ANNUAL GOALS:

1. The office will continue to be involved in the development and rewrite of Federal regulations and policies and procedures of EPA.
2. The Office will continue to provide the financial application for the Performance Partnership Grant and will complete the grant and all necessary amendments and changes within prescribed due dates.

### COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS

#### DEQ STRATEGIC GOAL:

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- \* Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- \* The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- \* Focus on teamwork and partnership identifying and resolving problems.

#### MEASURES:

1. Key problems identified by DEQ and LHDs and local governments are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

#### OSS STRATEGIC GOAL:

OSS will provide appropriate administrative support to strengthen the relationship of the Department with local health departments and local governments.

OSS ANNUAL GOALS:

1. OSS will avail itself to the local health department business managers group to provide expertise and assistance.
2. Quarterly contract payments will be processed on a timely basis.
3. Prepare annual Building Block for cost of living increases.