

DEPARTMENT OF ENVIRONMENTAL QUALITY
Strategic Goals
FY 2009

I. ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, land and water, 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.
Success of legislative, budget, and policy initiatives identified and supported by DEQ.

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.

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 with federal partners in those environmental program areas in which it is determined to be in the best interest of the state to receive 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. Employee feedback is received and appropriate actions taken.
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.
6. DEQ fosters employee communication through Division Quality Councils and the Employee Development Committee.
7. Training is provided to enhance skills needed to be successful within DEQ.

8. DEQ is planning for succession by offering leadership development mentored by senior management.

VI. ENHANCE 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

**DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION
CERCLA BRANCH
ANNUAL GOALS
STATE FISCAL YEAR 2009**

I. UTAH SUPERFUND PROGRAM

1. Perform Site Assessment Work.

Measures:

- a. Conduct Site Assessment work in compliance with 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 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 EPA lead site assessment projects.

2. Manage Federal Superfund Projects in Utah.

Measures:

- a. Complete activities for Federal projects within the time frames negotiated with EPA and in accordance with applicable regulations and guidance.
- b. Utilize the Project Planning Template at appropriate times, in consultation with EPA, to establish and define agency roles and responsibilities.

- c. Ensure that adequate funding is available (through EPA cooperative agreements, PRP funding agreements or other financial mechanisms) to perform the required duties.
 - d. Prepare and submit necessary reports documenting state involvement in Superfund activities.
 - e. Monitor spending to ensure that funds are expended in compliance with applicable agreements and contracts.
 - f. Inform the public of ongoing site activities and conduct the required Superfund public participation activities.
 - g. Seek to maximize state-lead opportunities at Superfund sites.
 - h. Seek to maximize, through prudent management, State and federal resources at Superfund sites.
 - i. Effectively manage the Level of Effort contract for support of Superfund project 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 adequate funding (EPA cooperative agreements, DSMOA, PRP funding agreements or other mechanisms) is available 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-DOD/DOE 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 DSHW, and partner with the Army Corps of Engineers to cleanup and close out FUDS in Utah as resources and funding allow.
4. Partner with EPA for Brownfields redevelopment in Utah.

Measures:

- a. Develop the State Brownfields program as allowed by funding and legislation.
 - b. Assist local governments with Brownfields proposals for Assessment, Revolving Loan Fund, and Cleanup grants.
 - c. Provide assessment services for Brownfields projects promptly and within established budgets.
 - d. Provide a State Brownfields coordinator for all Brownfields projects.
 - e. Coordinate Brownfields activities with appropriate EPA personnel.
 - f. Implement the “Brownfields and VCP Marketing Plan” and promote Brownfields opportunities through outreach to raise awareness of DERR services and resources available.
 - g. Monitor the status of new federal Brownfields guidance and modify the state program as appropriate.
 - h. Ensure funding for continued state involvement in Brownfields activities.
 - i. Effectively use Brownfields “tools” such as Enforceable Written Assurance letters, Targeted Brownfields Assessments, etc., to accomplish Brownfields objectives of beneficial reuse of property.
5. Perform Operation and Maintenance and Encourage Redevelopment of Sites Where Remedies are Complete.

Measures:

- a. Monitor sites in the O&M Program in accordance with the approved O&M Plans and applicable regulations and guidance.
- b. Ensure funding, either through EPA cooperative agreements, PRP funding agreements or other financial mechanisms, to perform required O&M duties.
- c. Monitor spending to ensure that funds are expended in compliance with applicable agreements.

- d. Evaluate and institute, as practical, an O&M and institutional control tracking process or mechanism to ensure protectiveness of selected remedies into the future.
 - e. Track environmental covenants to ensure they are recorded with county recorder and filed in DEQ site files and documentum.
 - f. Encourage and facilitate redevelopment of remediated sites.
6. Ensure the Branch has the equipment and supplies necessary to perform Superfund activities and that equipment is regularly serviced and in supplies sufficiently stocked.

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. Monitor expenditures to ensure compliance with the terms of the funding agreement.
2. Implement the Cooperative Agreement.

Measures:

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

- b. Complete site investigations and cleanups through the State Response Program.
 - c. Prepare and submit the necessary reports to EPA required by the Cooperative Agreement.
 - d. Revise and resubmit the scope of work as new uses and needs of the state response program are identified.
 - e. Public record is kept up to date.
3. Effectively manage the Clandestine Drug Laboratory Cleanup Contractor Certification Program.

Measures:

- a. Regularly administer the tests and update the certified contractor list as appropriate.
- b. Update training materials to reflect changes to rules and development of additional accepted cleanup practices and procedures.
- c. Continue participation in planning and coordination with other stakeholders relative to methamphetamine contamination issues including the clandestine drug lab contractor certification program.

III. STATE VOLUNTARY AGREEMENT PROGRAM

1. Continue implementation of the voluntary cleanup 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 divisions in DEQ.
- c. Actively promote the 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.

- f. Continue the stakeholder process for revisiting and adjusting the program based on feedback and program needs.
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 VCP site status list quarterly.
 - e. Create pictorial record of before, during, and after VCP completion to showcase success.
 - f. Populate tracking database with site information and institutional control data.
3. Regularly Assess the Effectiveness of the VCP.

Measures:

- a. Successful “archiving” of CERCLIS sites completed under the VCP.
- b. Certificates of Completion issued and length of time to complete the VCP.
- c. New applications received, particularly those from “repeat customers.”
- d. Tracking average oversight costs and “per acre” costs.
- e. Track ratios of new sites in programs versus completed sites.

IV. EMERGENCY RESPONSE AND HOMELAND SECURITY PROGRAMS

1. Coordinate response to imminent Superfund and HSMA 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.
 - c. Continue Duty Officer rotations to ensure accessibility for reporting entities.
2. Support and monitor EPA Emergency Response Branch activities in Utah.

Measures:

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

Measures:

- a. Continue to coordinate emergency response and Homeland security issues with the department's Emergency Response Workgroup.
 - b. Represent DEQ/DERR 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 statewide 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 TRI) duties.

Measures:

- a. Compile and enter the data as submitted.
 - b. Prepare the annual Tier II and TRI reports in a timely manner.
 - c. Provide data to the public when requested.
 - d. Actively participate in the SERC with CEM.
- 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 CERCLA Branch.

- 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. Increase the use of technology to manage information in the Branch 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.
- e. Use Documentum to streamline and improve file maintenance.

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 GRAMA.

Measures:

- a. Coordinate all records requests with the Division Records Manager.
 - b. Ensure that all files are current and properly organized.
2. Apply Operating Principles and Interoperability process in all work activities.

Measures:

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

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 EPA.

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

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 Interoperability process.
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 Branch 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, as appropriate.
- b. Give local health officials and district engineers' opportunity to participate in Branch activities, as appropriate.

- c. Coordinate identification of sites for inclusion in Branch programs with local officials.

X. EMPLOYEES

- 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 semiannually or more frequently as needed.
 - 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.
 - d. Ensure meaningful assignments and regularly discuss the importance of the work and the value of each employee's contribution.
2. Ensure that there is adequate staff available to conduct the required work.

Measures:

- a. Evaluate staffing needs for fiscal year 2009 based on the projected workload and available and anticipated funding.
 - b. Conduct recruitments as expeditiously and efficiently as possible to fill vacant positions, when necessary.
3. Ensure that Branch staff conduct business in a safe manner.

Measures:

- a. Comply with the Division health and safety program.
- b. Monitor the safety equipment needs of the Branch.
- c. Procure equipment to ensure that all Branch staff members have the necessary safety equipment.
- d. Ensure Branch employees are respirator fit tested.

4. 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 Branch and Section Training needs template to ensure staff members receive adequate training to perform their essential job functions.
 - d. Ensure Branch employees maintain OSHA HAZWOPER training requirement.
 - e. Develop and incorporate relevant Branch training to increase employee knowledge of programs, policies, initiatives, and skills.
6. Ensure staff members have a clear understanding of performance expectations and status.

Measures:

- a. Prepare clear, concise, and 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 DHRM.
- e. Incorporate the DEQ Operating Principles and the Interoperability process and expectations into performance plans.

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

- 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

ANNUAL GOALS

STATE FISCAL YEAR 2009

(July 1, 2008 – June 30, 2009)

UST BRANCH

<u>ENVIRONMENT</u>		
I. CONTAMINATED LUST SITES WILL BE CLEANED TO LEVELS THAT ARE PROTECTIVE OF HUMAN HEALTH AND THE ENVIRONMENT.		
<u>Section</u>	<u>Subgoal</u>	<u>Results</u>
LUST RA/PST	a. Review and closeout 80 release sites between July 1, 2008, and June 30, 2009.	
LUST/RA	b. Develop and review project schedules for state lead sites biannually. Proceed according to project schedules toward site cleanup and closure.	
LUST RA/PST	c. Increase the percent of confirmed LUST sites cleaned up and closed out.	
II. PREVENT RELEASES OF HAZARDOUS AND TOXIC SUBSTANCES INTO THE ENVIRONMENT.		
<u>Section</u>	<u>Subgoal</u>	<u>Results</u>
UST	a. Conduct or ensure completion of compliance inspections at 80% of the operating facilities throughout the state by June 30, 2009.	
UST	b. 85% of inspected facilities in substantial compliance with leak detection requirements after 60-day inspection follow-up.	
UST	c. 90% of inspected facilities in substantial compliance with operational requirements after 60-day inspection follow-up.	
UST	d. Identify facilities that remain out of compliance with release detection and release prevention requirements two months after	

	the inspection date and initiate appropriate formal compliance action.	
UST	e. Implement rules for Secondary Containment by Nov. 1, 2008 and develop the necessary process to ensure that all UST systems installed after the rules are effective comply with this requirement.	
III. PROGRAM DEVELOPMENT AND CONTINUOUS IMPROVEMENT FOR EFFICIENT AND EFFEFCTIVE CLEANUP OF LUST SITES.		
Section	Subgoal	Results
UST	a. Prioritize potential UST enforcement actions by July 31, 2008, and update priority list quarterly.	
LUST/RA	b. To cost recover state money used to investigate, abate, and/or cleanup LUST sites where the RP 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.	
UST	c. Solicit stakeholder comment and draft proposed rule language to meet the “Operator Training” requirement of the Energy Policy Act of 2005 and present it to the SHWCB by March 30, 2009.	
LUST RA/PST	d. Update UTM coordinates for all LUST sites by September 1, 2008	
LUST RA/PST	e. Evaluate changing the frequency of administering UST Consultant Re-certification courses by December 31, 2008. Coordinate with key stakeholders to determine if changes should be incorporated.	
UST	f. Draft proposed rule language to develop additional safeguards to	

	prevent releases from USTs by November 1, 2008. These measures may include enhanced leak detection requirements and periodic containment sump and spill bucket testing.	
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EMPLOYEES

IV. PROVIDE EMPLOYEES CLEAR GUIDANCE AND DIRECTION TO SUCCESSFULLY FULFILL THEIR RESPONSIBILITIES.

<u>Section</u>	<u>Subgoal</u>	<u>Results</u>
UST, LUST RA/PST	a. Negotiate performance plans, consistent with strategic goals and objectives, with specific measurable performance criteria for all staff by June 30, 2008.	
UST LUST RA/PST	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, 2009.	

V. IMPLEMENT MEASURES TO ALLOW FOR EMPLOYEE DEVELOPMENT

<u>Section</u>	<u>Subgoal</u>	<u>Results</u>
UST LUST RA/PST	a. Develop a training needs list by October 1, 2008.	
UST LUST RA/PST	b. Recognize staff for specific exemplary performance in customer service, individual task accomplishments, teamwork, and support for Department Mission, Vision, and Operating Principles.	
UST LUST RA/PST	c. If funding allows, provide training for all employees, appropriate to experience and need of each person, and provide at least on training opportunity for each staff member by June 30, 2009.	

CUSTOMER SERVICE

VI. IMPROVE CUSTOMER SERVICE BY CONDUCTING PROACTIVE PUBLIC COMMUNICATION AND EDUCATION ACTIVITIES.

<u>Section</u>	<u>Subgoal</u>	<u>Results</u>
UST/ LUST	a. Publish bi-annual Newsletter by September 2008 and April	

RA/PST	2009.	
LUST RA/PST	b. Project managers will perform site visits to observe and document the installation and startup of all in-situ remediation systems. Site visits will be documented and the results will be reported quarterly.	
LUST RA/PST	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.	
UST	d. Update information available on the UST program web page and the interactive map to include everything required by the "Public Record" section of the Energy Policy Act of 2005 by September 30, 2008.	
UST	e. Develop guidelines for switching an UST system to an alternative fuel by October 1, 2008. Make this information available to the public as a pamphlet or checklist.	
VII. DETERMINE AND EVALUATE BUDGETARY REQUIREMENTS TO MANAGE A VIABLE UST PROGRAM.		
Section	Subgoal	Results
UST LUST RA/PST	a. Complete budget for staffing, equipment, travel, and organizational needs by November 11, 2008. Review budget status within 30 days after the end of each quarter.	
ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES		
VIII. KEEP THE UTAH SOLID AND HAZARDOUS WASTE CONTROL BOARD INFORMED OF IMPORTANT AND RELEVANT INFORMATION REGARDING THE UST PROGRAM.		
Section	Subgoal	Results
BRANCH	a. At each SHWCB meeting,	

	prepare relevant information for Board members on environmental policy issues.	
COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS		
IX. PROVIDE ADEQUATE OVERSIGHT OF LOCAL HEALTH DEPARTMENTS.		
Section	Subgoal	Results
UST	a. Review contract performance with LHDs by December 1, 2008 and May 15, 2009.	
UST	b. Conduct semi-annual inspector training by December 31, 2008 and June 30, 2009.	

DEPARTMENT OF ENVIRONMENTAL QUALITY
Division of Drinking Water
FY 2009 Goals

I. ENVIRONMENT

Drinking Water

1. The Rules Section will work to improve the reporting of analytical data to DDW by enabling the electronic transfer of laboratory analytical data to the Division.

Measures:

- A. By July 1, 2008, IT and DDW representatives will participate in a planning meeting to outline the steps necessary to install, and implement Lab to State. The goal of the meeting will be to identify and plan for critical steps in the process, produce a working timeline, coordinate efforts with certified laboratories, and to identify the stakeholders and plan for their involvement in the process.
 - B. Bi-weekly meetings will be held to coordinate on-going implementation efforts.
 - C. By August 1, 2008, rule managers will identify data elements necessary for electronic submittal to SDWIS/State. IT and DDW staff will make the appropriate changes within Lab to State to enable transmittal of the required data elements.
 - D. By September 1, 2008 rule managers will create test files to be uploaded to Lab to State, and subsequently loaded into a development Web Release 2.0 database. Rule managers will verify that the upload process is working correctly, and that the data being uploaded to the development database is accurate and correct.
 - E. By October 1, 2008, documentation will be provided to the certified laboratories in the state detailing the structure of the XML or csv files and the Lab to State process.
 - F. When Lab to State is successfully deployed, training on its use will be provided to the laboratories and the rule managers by December 1, 2008.
2. The Field Services Section will plan and implement the rotation of expertise amongst surveyors assigned to established geographically grouped water systems.

Measures:

- A. By November 1, 2008 sufficient contacts will be made with DDW staff, DE's and LHD staff to determine: a) logic expertise group categories, b) the number of people in each expertise group and c) the names of personnel in each group who will be performing sanitary surveys. Possible expertise groups include: bacteriologist, chemists, engineers, geologists, former water operators, health professionals, etc.
- A. By November 1, 2008 Field Services staff will meet with each expertise group or a representative sub-set of each group, to explain the objects and benefits of rotation and try to obtain buy-in. Note a possible approach for some LHD's may involve the joint participation of an LHD employee with a companion surveyor with a different expertise.
- B. By December 31, 2008, for use during calendar year 2009, a plan will be prepared to implement the rotation piece of sanitary surveys.
- C. By January 16, 2009, all surveyors will be notified of sanitary survey assignments for the coming year.

STATE BASED REGULATION OF ENVIRONMENTAL PROGRAMS

II. CUSTOMER SERVICE

Drinking Water

- 3. The Administrative Services Section will take the lead in working cooperatively with other staff on making our external documents clear and comprehensible (layman terms).

Measures:

- A. By September 30, 2008, inventory existing external documents. Request these from all sections, and migrate them into appropriate sections of e-Docs. This will become the official versions for the Division. Identify the documents most used or requested by the public, and prioritize these for review and revision.
- B. By January 30, 2009, review prioritized external documents for clarity and readability and recommend changes to appropriate staff and management.
- C. By March 31, 2009, implement changes as necessary to prioritized documents.

4. The Construction Assistance Section will improve the State Revolving Loan Fund (SRF) Program to include: Allowance for funding of automated meters, require all applicants to complete a vulnerability assessment and emergency response plan, make adjustments to the interest rate point system, and consider other changes to the state and federal programs.

Measures:

- A. Prepare draft recommended changes to rules R309-700 and R309-705, State and Federal SRF programs, and the draft rule R309-800 (currently R309-352), Capacity Development Program, to the Drinking Water Board on July 11, 2008.
 - B. Finalize rule changes for R309-700, R309-705, and R309-800 and present to the Drinking Water Board at its January 2009 Board Meeting for implementation.
5. The Rules Section and the Field Services Section will implement a water system recognition program.

Measures:

- A. By August 1, 2008 the Division Director will meet with the Water Quality Alliance (WQA) to discuss the acceptability of implementing an Awards Program statewide that will consist of identifying every community type system that has gone an entire calendar year without any water quality or monitoring violations. For such systems, a certificate would be awarded to the water utility and an additional certificate would be awarded to each Certified Operator associated with the system. Further a press release would be sent to news media contacts regarding the award. The remaining tasks will be performed if the WQA accepts the proposal.
- B. Software queries will be written by December 31, 2008, to determine the water utilities that qualify.
- C. By February 27, 2009 the query will be run and a preliminary list will be prepared. This list will be made available at the RWAU annual conference and at the Drinking Water Board meeting held the following week.
- D. By March 13, 2009, a news release will be prepared and water utility certificates and operator certificates will be prepared and mailed to qualified systems and individuals.

III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

Drinking Water

6. The Administrative Services Section and the Rules Section will cooperatively work with staff on developing and maintaining a “Policy and Procedures” loose leaf for use by staff. The document will be logically organized and expandable and will address common routinely dealt with issues. The document will contain helpful charts, checklists and standard letter formats and paragraphs.

Measures:

- A. By September 30, 2008, identify critical sections, documents and policies for inclusion. Documents maintained and updated by other Divisions (such as DHRM) will not be included directly, but will be identified by reference.
 - B. By December 31, 2008, prepare example P&P for Division review and comment.
 - C. By March 31, 2009, any needed changes will be incorporated, and the binder will be distributed to staff.
7. The Rules Section will work with the Administrative Services Section and the Engineering Section on source groups (considering: sampling point, single Aquifer-SPP, water system piping, chemical monitoring results) to establish uniform monitoring requirements and policies to deal with future source groups

Measures:

- A. By August 31, 2008, identify current policies made regarding source grouping; basis of decision process of granting.
- B. By August 31, 2008, identify policies that may conflict with other Division programs (i.e., if we group sources based on distribution points, does that create a conflict with waivers established using other criteria) and review any rule constraints.
- C. By October 31, 2008, establish new policies based on logical and defensible considerations. The considerations should include geologic, hydraulic and piping configuration and point of entry location for source waters.
- D. By December 31, 2008. establish an implementation process for new and existing source groups. Communicate new policies and implementation timeframe to water systems.

- E. On-going beginning January 1, 2009, review existing groupings for validity formally acknowledge or revoke any groupings based on adopted policy.
8. The Rules Section will promulgate rules requiring new source chemistries and a re-evaluation of source protection zones if a well is deepened? The Engineering Section, the Administrative Services Section and the Rules Section will develop a tracking scheme to ensure inter-sectional cooperation.

Measures:

- A. The Rules Section will research creating a new rule that requires new source chemistries by August 1, 2008.
 - B. By October 1, 2008 the Rules Section, Engineering Section and Administrative Services Section will decide on what tracking scheme to develop. The final tracking scheme will be in place by December 1, 2008. DRU can be used as the database to track inter-sectional cooperation, by modifying the new source tracking sheet or using something separate.
9. The Rules Section will evaluate EPA's Groundwater Rule and formulate an implementation plan.

Measures:

- A. By July 31, 2008, the Rules Section staff will develop a plan and time schedule for the following activities: i) rule writing, review and adoption, ii) Sanitary Survey enhancements, iii) SDWIS tracking schema, iv) DDW and LHD surveyor training and v) public water system training.
 - B. Rules section will implement the plan and time schedule developed under item A. above.
 - C. Water systems will begin compliance with the rule in December of 2009.
10. The Engineering Section will develop and adopt revisions to the Disinfection Rule

Measures:

- A. By August 31, 2008, complete the Disinfection Rule revisions draft for internal review.

- B. By September 30, 2008, send the revised draft to solicit comments from water systems.
 - C. By November 30, 2008, complete the final draft.
 - D. Present the proposed rule revisions to Drinking Water Board as an informational item by January 31, 2009.
 - E. If the Drinking Water Board finds the rule revisions conceptually acceptable, initiate the rule making process in the Drinking Water Board by March 31, 2009.
 - F. Provide training to water systems at various water operator trainings, RWAU conferences, and AWWA conferences.
11. The Rules Section will direct the development of a team to work with institutional water system owners (UDOT, LDS, BSA, etc.) to enhance technical assistance and compliance.

Measures:

- A. By July 31, 2008, establish the goals and objectives of the team contact concept.
 - B. By August 31, 2008, identify any remaining institutional owners (BLM, USFS, Boy Scouts, LDS Church etc) assemble a team of DDW staff to coordinate compliance activities.
 - C. By August 31, 2008, schedule a meeting with each institutional owner or group of owners for training sessions tailored to the specific needs of each group of systems and involve appropriate representation by DDW staff.
 - D. By December 31, 2008, for institutional owners with a system or systems on the Worst 25 list, negotiate and issue bilateral compliance agreements with deadlines and stipulated penalties.
12. The Rules Section will improve technical assistance on rules

Measures:

- A. By July 15, 2008, the Rules Section staff will develop a plan and time schedule for delivery of technical assistance on rules. The plan will outline the training objectives for the coming year and will coordinate the subject matter with the implementation of new rule adoption and will coordinate with our training partners.

- B. By July 15, 2008 staff will identify training elements which include but are not limited to: IDSE Reports for Stage 2 DBP; LT2 data submittals, Groundwater Rule components, Lead & Copper Rule changes, new operator workshops (all existing rules); proper sampling; institutional system training, source groupings; etc.
 - C. By July 31, 2008, the Rules Section manager will develop in conjunction with Rural Water Association of Utah a coordinated plan with the Rural Water Circuit Rider to ensure timely and appropriate technical assistance to water systems.
 - D. Continue ongoing cross training between Division sections during staff meetings to help each other keep abreast of current knowledge.
13. The Engineering Section will develop a tracking scheme for rule exceptions to be used by personnel performing sanitary surveys.

Measures:

- A. By August 31, 2008, investigate the feasible means of tracking current exceptions versus historical exceptions. Determine which database will be used to track exceptions.
- B. By September 30, 2008, establish a tracking system to track current exceptions based on out-going correspondences.
- C. By October 31, 2008, identify the means and resources needed to track the historical exceptions.
- D. If the resources are available, start to populate the tracking system with historical exception records on January 1, 2009.

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

Drinking Water

14. The Rules and Field Services Sections will work to improve communications with Local Health Departments.

Measures:

- A. By July 31, 2008, establish DDW/LHD working group to address issue.

- B. By September 31, 2008, identify critical and/or common areas of communication between the Division and LHDs.
 - C. By December 31, 2008, establish or re-establish an acceptable point of contact and method of contact for each area of communication (i.e.: e-mail list, or call down list).
 - D. By March 31, 2009, implement the working group recommendations.
15. The Construction Assistance Section and the Administrative Services Section will work with LHDs, district engineers, county planners, building permit officials and others to develop guidance relating to Capacity and Source Protection issues.

Measures:

- A. By December 31, 2008, the Administrative Services Section will present information on source protection data and GIS web site access to the counties and/or LHDs, initially targeting counties that do not have enacted source protection ordinances, and that are required to develop source protection ordinances as a result of 2008 legislation. Work specifically with Weber, Utah and Salt Lake Counties on this assignment.
- B. The Administrative Services Section will present information on source protection data and GIS web site access to at least three additional counties by March 30, 2008, targeting counties experiencing significant transitions from rural to more suburban growth.
- C. The Construction Assistance Section will take the lead in directing participation with the Division task force on its multi-county presentations at conferences sponsored by the RWAU, Utah Association of Counties, Utah League of Cities and Towns (ULCT), etc. and meetings with officials of individual communities.
- D. By October 31, 2008, the Construction Assistance Section will commence with encouraging local governments with implementing the goals and objectives of the Sub-Public task force.
- E. The Construction Assistance Section and the Administrative Services Section will make at least three presentations on source protection issues, capacity development issues, and available financial assistance to local planning groups. Both Sections will continue this effort with Utah League of Cities and Towns.

16. The Administrative Services Section will advise and solicit help from other DEQ Divisions and DDW sections on protecting sensitive Source Protection Zones. Administrative Services will also inform appropriate external customers about the availability of the Source Protection zones, and make the zones accessible to these customers.

Measures:

- A. By August 31, 2008, complete work with AGRC to develop the security protocol in the DEQ Interactive Map Service (IMS) for water source and Source Protection zone layers.
- B. Work with DERR, AGRC, and other DEQ divisions to complete the DEQ Interactive Map Service and make it available on the Web by September 30, 2008. The Interactive Map Service will provide one Web location for DEQ spatial data, and make the data available to both DEQ and external customers.
- C. By January 31, 2009, train staff in other DDW sections on the Source Protection rules and programs.
- D. Identify permit writing staff in other DEQ Divisions by August 31, 2008. Meet with the permit writers to determine how Source Protection fits into their rules and programs, train them regarding Source Protection, and request that they consider the sensitive zones before granting permits.
- E. Contact planning and municipality organizations by December 12, 2008 to determine how we can advise their membership regarding the existence and uses of the digital Source Protection zones. These organizations should include the Utah League of Cities and Towns, Utah Association of Counties, Utah Chapter of the American Planning Association, and the seven Utah Associations of Governments.

V. EMPLOYEES

Drinking Water

17. The Division Director will ensure that staff will become more proficient in program issues and cross-train one another.

Measures:

- A. Prior to July 1, 2008 the Division Director will announce in Division staff meeting the purpose of training occurring in Division meetings, including: a) back-up capability and b) succession planning.

- B. The Division Director will assign a Section or a staff member to provide training on a particular subject for each staff meeting. Staff meetings will typically be held on the third Tuesday of each month starting at 9:00 am in the main conference room.
18. The Division's management team will ensure that staff enters data consistently into SDWIS, SARA, and DRU. Establish standards for entering data and managing legal entities, water systems, and facilities. Develop documentation and appropriate training.

Measures:

- A. By January 31, 2009 appropriate staff as indicated in parenthesis will evaluate each database, including: a) SDWIS (Rules Section, Engineering Section, Construction Assistance Section and Administrative Services Section), b) SARA (Rules Section) and c) DRU (Engineering Section, Construction Assistance Section and Administrative Services Section), and prepare instructions on data entry consistent with goal number 6.
 - B. Beginning with the Division Staff meeting held on February 17, 2009 and consistent with goal number 17 training on data entry will be given.
19. The Division Director will work with staff on ensuring that back up capability exists with mission critical functions (travel, SDWIS/SARA, DRU, Web, administrative approvals, ongoing rule implementation etc.)

Measures:

- A. Before July 1, 2008 the Division Director will place in the indicated manager's performance plan an assignment to do the following:
- B. The Administrative Services Manager will take the lead, in cooperation with other managers, the responsibility to assign to appropriate staff the back-up responsibilities of a) travel, and b) e-doc.
- C. The Construction Assistance Manager will take the lead, in cooperation with other managers, the responsibility to assign to appropriate staff the back-up responsibilities of: a) DRU, b) State and Federal (including, STAG) grant functions and c) the DDW web page.
- D. The Rules Manager will assign to appropriate staff the back-up responsibilities of each EPA rule.

VI. ENHANCE POLICYMAKERS' UNDERSTANDING OF ENVIROMENTAL ISSUES

20. The Division Director will work on securing a sustainable budget for the Division.

Measures:

- A. By May 30, 2008 the Division Director will submit a plan to DEQ on funding: a) compression, b) out of state travel, c) incentive awards and d) needed staff increases.
- B. With the concurrence of DEQ management the Division Director will meet with key stakeholder by June 30, 2008, to present the plan and get buy in for it.
- C. With the concurrence of DEQ management the Division Director will seek the drafting of legislation, by July 31, 2008, to accomplish the execution of the plan.
- D. With the concurrence of DEQ management the Division Director, with the help of the Division's partners, will contact legislators in support of the proposed legislation.
- E. During the January – March 2009 legislative session the Division and water utilities will secure passage of the proposed legislation.

VII. INFORMATION TECHNOLOGY

21. The Construction Assistance Section will investigate placing the Montana Water Center's Operator Basics CD (copies are available on Don Lore's bookshelf) on the Division's website

Measures:

- A. By October 1, 2008, staff will become acquainted with the CD and investigate the benefits of placing that information on the Division's website.
 - B. By February 1, 2009, staff will make recommendations to Management (if Necessary) on how to best present, on the Division's website, the information contained on the CD.
22. The Construction Assistance Section will work with Division staff to insure that all in-use forms are available on-line (Cross connection, GRAMA etc.)

Measures:

- A. By October 1, 2008, staff will obtain a list of all forms used by the Division.
 - B. By November 1, 2008, staff will gather information about each form and the benefits in having them available on line.
 - C. By April 1, 2009, staff will make all appropriate forms interactive and in a consistent format using Adobe Acrobat Designer.
 - D. By May 1, 2009, staff will place the forms on the Division's website.
23. The Engineering Section and the Administrative Services Section will work on developing rules and instructions covering the form for submitting electronic data (engineering drawings, SPP plans and maps)

Measures:

- A. By August 30 2008, a representative from both sections will evaluate which routine submittals to the Engineering and the Administrative Services Section should primarily be received in an electronic format, and whether such submittals must be required or can primarily be encouraged.
 - B. By September 30, 2008, develop criteria for electronic submittal of engineering plans, specifications, and source protection reports.
 - C. For submittals not requiring rule changes, implement the submittal process and notify affected water systems and consultants by December 31, 2008.
 - D. For submittals that would require rule changes, initiate the rule making process to accept electronic submittal of engineering plans, specifications, and source protection reports by February 28, 2009
24. The Rules Section will investigate and promote the enablement of web access of key data for our partners (LHD's, DE's, RWAU and water systems to enable all to see: monitoring schedules, IPS reports, Inventory reports and Operator CEU's).

Measures:

- A. By July 1, 2008, DDW staff will meet with IT staff to determine the best means of making drinking water data available to LHD's, DE's, RWAU and water systems.

- B. By August 1, 2008, DDW staff will select the best method for making data accessible and implement a plan for doing so.

25. The Construction Assistance Section will investigate the feasibility of placing a DDW “report” function on the Division’s web site which would enable the public to request a standard report from a pre-determined list of standard reports to be e-mailed to the requestor by the next business day. The scheme needs to ensure a next business day response in spite of telecommuting, vacations, travel or illness of employees.

Measures:

- A. By October 1, 2008, staff will obtain a list of all standard reports that would be helpful and useful to the public.
- B. By November 1, 2008, staff will create a list of first responders to each standard report and two backup people.
- C. By February 1, 2009, staff will investigate the best approach to allow these requests to be made and responded to.
- D. By May 1, 2009, if an appropriate solution is found, staff will create the link on the Division’s website to enable the public to make the request.

26. The Administrative Services Section will Plan for and implement the Department’s electronic document management system.

Measures:

- A. By July 1, 2008, the Division’s eDoc (i.e. Documentum) committee will continue meeting every 2 weeks (or as needed) to discuss the implementation of the eDoc system.
- B. By September 1, 2008, the eDoc committee will determine and appropriate goal for completing the backlog of scanning the Division’s legacy files and importing into the eDoc system
- C. By February 1, 2009, the eDoc committee will investigate the best approach to scanning in-coming mail and how to distribute it to appropriate staff.
- D. By June 30, 2009, the eDoc committee will continue to create and implement “workflows” (or templates) within eDocs for the purposes of reviewing outgoing correspondence and the distribution of incoming mail.

CORE ACTIVITIES:

Division of Drinking Water - FY 09 Core Activities

Category	Activity	Responsibility
Philosophy, Culture	Customer service oriented	All
	Implementation of DEQ Operating principles	All
	Actively seek feedback from our customers	All
	Maintain good communication and partnerships with all of DDW's customers	All
	Effective inter-section communication	All
	Effective inter-divisional communication	All
	The Division Director will invite local legislators to DW Board activities.	Division Director
	The Division Director will collaborate with Board members in support of joint goals	Division Director
	Actively protect public health through assurance of water system compliance, see division mission statement	All
	Employee job ownership/employee empowerment	All
Staff	Ensure staff are technically trained to accomplish mission	All
	Reward and recognize employees for excellent work	All
	managers have an open door policy (and keep staff issues and conversations private)	All
	Serve on national and state committees	All
	Secretaries forward calls to the proper staff member or agency and staff will inform secretaries of schedule and whereabouts	All

IT, Gov e-business	<p>Internet website kept current, maintained and improved</p> <p>SDWIS data reporting</p> <p>Automate water treatment plant report transmission</p> <p>Implement geographic information system (GIS) applications</p> <p>Maintain and enhance the divisions databases:</p> <p>SDWIS/SARA/DRU</p> <p>Plan for and implement the Department electron document management system</p>	<p>Const Assist / All</p> <p>Rules</p> <p>Rules</p> <p>Admin Serv / All</p> <p>Rules / All</p> <p>Admin Serv / All</p>
Assistance and Training	<p>Staff assistance to Drinking Water Board</p> <p>Technical assistance to water operators</p> <p>General partnering (targeted training, cooperation, follow-up, & planning)</p> <p>Educate locally elected officials and their staff</p> <p>Water quality problems, technical assistance</p> <p>Perform Capacity development functions</p> <p>Provide support for the Permanent Community Impact Board</p> <p>Technical assistance to water treatment plants</p> <p>Support local water quality alliances</p> <p>Support water planning activities in cooperation with other agencies and organizations.</p> <p>Provide training on physical facility capacity and it's issues for consultants, district engineers, others</p> <p>Ensure Drinking Water Board members have sufficient training to make policy decisions</p>	<p>Division Director / All</p> <p>All</p> <p>All</p> <p>All</p> <p>All</p> <p>Const Assist / All</p> <p>Const Assist</p> <p>Division Director / All</p> <p>Division Director / All</p> <p>All</p> <p>Const Assist / Engineering</p> <p>Division Director / All</p>
Field Work	<p>Sanitary survey scheduling</p> <p>Perform Sanitary Surveys and troubleshoot PDA problems.</p>	<p>Field Services</p> <p>Field Services / Rules</p>

Respond to water systems

Water treatment plant inspections	Engineering / Const Assist
Construction inspections	Engineering / Const Assist
Develop and obtain additional useful spatial data	All
Special studies on water treatment technologies	Engineering
Geologic evaluation of sources	Admin Serv
Emergency Response / System Security/Project Funding	Field Services/ Engineering / Const Assist
Assist water systems with developing and maintaining Cross Connection control programs	Field Services

Regulatory

Write, implement and revise rules as needed	All
Plan review and operating permits	Engineering / Const Assist
Enforcement & compliance by each section on its rules	All
Enforcement (AOs, BCAs, AG Referrals, Administrative Hearings, Administrative Penalties, etc.)	Rules / All
Properly follow-up on assignments made at the Division's quarterly CAP meetings	Rules / All
Unified Enforcement Oversight System	Rules
EPA quarterly reporting	Rules
Improvement Priority System	Rules
Implement appropriate prevention and enforcement actions on SNC and Not-approved systems	Rules
Public Notice	Rules
Consumer Confidence Reports	Rules
Report every three years on assistance to significant non-compliers for the capacity development program	Const Assist
Quarterly SNC list annotated and back to EPA within 30 days	Rules

	Copy EPA with enforcement action Monitoring and MCL Compliance tracking and reporting	Rules Rules
	Grout Witnesses	Engineering / Constr Assist
	Surface Water Treatment Rule tracking and reporting (also GWUDISW)	Rules / Engineering / Field Services
	Source protection program	Admin Serv
	Capacity development review for new systems	Const Assist
	Assure that sampling and reporting is being done in a professional, timely and truthful manner.	Rules
	When EPA proposes a rule, we will study the impact, prepare appropriate comments, and encourage the affected PWSs to comment. Finalize each rule by developing an appropriate State Rule, and implement.	All
Certification	Backflow Technician Certification	Field Services
	Operator Certification	Field Services
Financial Assistance	Financial assistance programs	Const Assist
	Capacity assessments for financial assistance	Const Assist
	Annual rate and needs surveys	Const Assist
Misc	Laboratory Coordination	Field Services
	Support services (Purchasing, contracting, grants, travel, budget preparation budget/expenditure tracking, and financial reporting, cash receipts, fee schedule)	Admin Serv
	Support Board investigations on: Conservation; secondary systems; system security; master planning requirements; State SRF to mutual systems; 1/16 % sales tax issue.	Const Assist / Engineering / Field Services
	Respond to GRAMA requests	All
	Actively seek financial assistance to enable the division to pursue its mission	All

DEPARTMENT OF ENVIRONMENTAL QUALITY
Division of Radiation Control
FY 2009 Goals

II. ENVIRONMENT

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:

1. Dose to radiation workers remains within regulatory dose limits and is ALARA.
2. 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.
3. Continuation of the State Indoor Radon Program to reduce the level of indoor radon to concentrations less than the EPA recommended action level. Continue program outreach efforts including activities for radon awareness, testing and mitigation.

X-Ray Registration, Inspection and Radioactivity Section and the Materials Licensing and Inspection Section

Control the receipt, possession, use and transfer of radioactive material and x-ray generating machinery to protect public health and the environment through a comprehensive licensing and registration 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 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.
- 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.

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.

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 31st of each year which lists the existing general licensees who hold a Certificate of Registration due for inspection during the fiscal year.
- Annual and renewal fees are tracked and those licensees that are not current are referred to Debt Collection.

LLRW and Uranium Mill Tailings Health Physicists Section

Evaluate and make necessary changes to the “Generator Site Access” (GSA) Program for Energy Solutions.

Measures:

- Continue onsite transportation inspections.
- Use electronic inspection format to document inspections.
- Annually track the number of deficiencies and violations identified.
- Host a GSA permittee workshop to discuss joint regulatory issues, as necessary.

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:

- Annually, a schedule of inspections by assigned date is generated regarding the LLRW disposal facility.
- The time interval for completion of inspections is not exceeded.
- A tracking system per calendar year is maintained and monitored.
- Inspections are performed in accordance with DRC policies and procedures.

Evaluate and continue to provide an effective low level radioactive waste regulatory program, including project-based environmental monitoring.

Measures:

- Continue routine oversight at the LLRW disposal facility through a modular inspection program, including at least 16 radiation safety modules annually.
- Oversight of Energy Solutions' environmental monitoring program (sampling and analysis of environmental data) through the review of quarterly environmental monitoring reports.
- Sample air, soil, vegetation, groundwater or surface water at Energy Solutions, as determined necessary.

Control the receipt, possession, use and transfer of source material in milling operations, by-product material, and by-product material disposal facilities to protect public health and the environment through a comprehensive licensing program.

Measures:

- Applications and license amendments submitted from uranium mill facilities receive a timely review.
- Licensee makes necessary commitments to ensure safe use/control of radioactive materials.
- Status of information regarding uranium mills is available to the public through the DEQ website.

Perform inspections at Uranium Mills 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:

- Annually a schedule of inspections by assigned date is generated regarding the Uranium Mill Licensees; Denison Mines, UraniumOne, and Rio Algom.
- A tracking system per calendar year is maintained and monitored.
- Inspections are performed in accordance with DRC policies and procedures.
- Continue developing inspection modules for uranium mills in accordance with Inspection Program Policies and Procedures Manual.

- Quarterly, or as needed, perform uranium mill inspections in accordance with DRC inspection policies and procedures.
- Prepare and complete inspection reports so that the time interval for completion of inspections is not exceeded.

Conduct an Emergency Response Program

Measures:

- Yearly review and update of 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.

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 Support Section

Technical Support - provide technical support to the DRC radioactive materials licensing program.

Measures: provide hydrogeologic and engineering staff technical support to other DRC staff, as needed.

Inspections and Compliance - perform all engineering and groundwater quality inspections in accordance with the inspection related policies provided in the DRC Administrative Procedures Manual (Sections 12.00 thru 25.02), to ensure that permittees and licensees are abiding by all permit and license requirements relevant to engineering and groundwater quality protection. Conduct enforcement action as needed to ensure compliance with relevant permit and license requirements.

Measures:

- Maintain and keep current the existing modular inspection program for engineering and groundwater protection issues.
 - Develop additional modular inspections, as needed, to address engineering and groundwater protection concerns, e.g. module to guide DRC review of ES semi-annual groundwater monitoring reports.
 - Schedule inspections by priority and geographic location
 - Ensure time interval for inspections is not exceeded.
 - Provide timely review of monitoring reports submitted by licensees / permittees.
 - Track progress of all inspections and compliance actions using the DRC Project Tracking System.
 - Conduct closeout meeting with the permittee / licensee at completion of each inspection.
 - Provide DRC management with written staff findings and related correspondence to permittee / licensee within 30-days of the closeout meeting held.
 - Conduct enforcement action as needed and under the direction of DRC management.
 - Continue enforcement activities at Denison Mines for the chloroform contamination plume, including project-oversight, completion of the groundwater containment investigation (GCI) report, require submittal of a groundwater correction action (GCA) plan, and review quarterly reports.
 - Continue enforcement activities at EnergySolutions to ensure resolution of temporary cover and monitoring requirements at the Class A Cell.
1. **Licensing / Permitting** – review all license and permit applications submitted to the DRC. When DRC resources are lacking, secure funding from the applicant to outsource license application review work to a 3rd party consultant. Oversee consultant work product to ensure technical and regulatory completeness. Prepare all necessary licensing documents, receive and address all public comments on proposed licensing actions. When licensing actions are

appealed, provide technical support to the Attorney General's office, and participate in hearings before the Radiation Control Board.

Measures

- Review consultant findings, interrogatory documents, draft licenses and permits, draft Statements of Basis or Safety Evaluation Reports, public comments, and Public Participation Summaries.
- Provide evidence and testimony to support the appeal process for the EnergySolutions LLRW license renewal.
- Complete review of the 2/28/07 Denison Mines license renewal application for the Blanding uranium mill, and issuance of a new license.
- Complete review of the license amendment and permit modification process for the proposed Cell 4B at the Denison Mines facility.
- Complete review of the 12/27/05 Uranium One application for license amendment for return to operations for the Ticaboo uranium mill, and issuance of an amended license.
- Complete review of the EnergySolutions proposal for conversion of the 11e.(2) Cell into the Class A South LLRW disposal cell, and issuance of an amended license. Thereafter, complete renewal of the EnergySolutions 11e.(2) license.

II. CUSTOMER SERVICE

DRC Program Annual Goals

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:

1. Recognize that customers include the regulated community, stakeholders, co-workers and all interested parties.
2. Make timely decisions.

3. Improve coordination with internal and external customers.
4. Provide effective communication, timely and accurate information, and clear direction to customers.
5. Encourage public involvement and informed decision making.
6. Involve customers in the rulemaking process.
7. Work with customers to solve problems.
8. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs and provide appropriate environmental protection.
9. Customer service feedback.
10. Customer input and feedback during informal and formal stages of rulemaking.

The DRC will complement DEQ's "EIMI" philosophy.

Measures:

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

X-Ray Registration and Inspection and the Radioactive Materials Licensing and Inspection Section

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.

Complete the registration process for FY2009

Measures:

- Bulk mailings of registration applications for three registration periods during FY2009 are sent by September 3, 2008, January 2, 2009, and May 1, 2009.
- Registration application forms and payments are processed so the majority of the work is completed by the 40th business day after the bulk mailing of applications.
- 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 the 80th business day of the registration cycle.

Establish conditions and circumstances so that the section is open for 24 hour access.

Measures:

- Updates to the DRC website for the X-ray Registrants and Radioactive Material Licensees are made as needed.
- Information about the registration and licensing process is made available to the public through the DEQ website.

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.

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.

III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

DRC Program Annual Goals

DRC Administration Section Goals

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, as needed, prior to public comment in September/October 2008.
- 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 forecasts as necessary.
- Prepare fiscal notes for the Legislative Fiscal Analyst as necessary.
- Identify revenue sources utilizing existing information and projections.

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.

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.

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.
- Develop DRC process for paper file management.

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 Division of Administrative Rules (DAR) 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 DA R.
- Print rule in DAR format to reflect effective changes.
- Provide paper or disk copies to licensees/registrants and public as required.

Provide Data Processing/Communications Tools to Facilitate Program Goals.

Measures:

- Provide quality assurance for database systems.
- Prepare FY 2009 Information Technology Plan for the Division.
- Determine and provide for all data processing and communication changes.

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 timesheets 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.

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

DRC Program Annual Goals

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

Measures:

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

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

Measures:

1. 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.
2. Focus on teamwork and partnership in identifying and resolving problems.

3. Key problems identified by government partners are addressed and solutions developed and implemented.

X-Ray Registration and Inspection Section and the Radioactive Materials Licensing and Inspection Section

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

Measures:

- Perform the contracted number of mammography facility inspections for the FDA before July 1, 2009. 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, 2008, for the inspection of specific healthcare 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.

LLRW and Uranium Mill Tailings, Health Physicists Section

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 LEPC's and county governments.

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.
- Provide annual updates to Radiation Control Board.
- Radon Test results will be made available on the DRC webpage.

Geotechnical Services Section

Participate in the Federal Government Surface and/or Groundwater Remedial Actions at SLC and Green River Title 1 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.

Continue Participation in the Moab Tailings Stakeholder 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.
- Attend Steering Comm. Meetings, as necessary.
- 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.

V. EMPLOYEES

DRC Annual Program Goals

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:

1. Employees are committed to the success of DEQ and DRC and recognize their professional responsibility and accountability in meeting the needs of the organization.
2. Employee participation in achieving annual goals is essential.
3. Teamwork and problem solving are essential.
4. Employees are recognized for their quality work.
5. Provide opportunities for training and professional development.
6. Employees will perceive the DRC as a desirable place to work.
7. The DRC is effective in recruiting and retaining quality employees.

8. The DRC is effective in recruiting and retaining quality employees.
9. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
10. Employee statements and actions reflect strategic and annual goals and DEQ policies and procedures.
11. Employee recognition programs are in place, utilized, and meet employee and management needs.
12. DRC has a low turnover rate and is effective in the recruitment of quality new employees.

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

Measures:

1. Hold DRC staff meetings as needed.
2. Send e-mails on important issues to staff to help keep them informed.
3. Continue to promote the “Open Door Policy” at all manger levels.

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

Measures:

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

VI. ENHANCE POLICYMAKERS’ UNDERSTANDING OF ENVIROMENTAL ISSUES

DRC Program Annual Goals

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

Measures:

1. Board member, legislative and elected officials’ feedback.

2. Policy issues are resolved: Policy issues are resolved and the record of the meeting reflects decisions and information considered in reaching the decision.

Enhance Policymakers' (Legislature, other elected officials, and Boards) understanding of environmental issues, and facilitate policymakers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprised of important environmental policy issues.
2. Relationships with policymakers are developed and understanding of environmental issues enhanced.
3. Policymakers work with DEQ in development and implementation of environmental policy issues.
4. Policymakers' trust is developed and enhanced with DEQ.

DEPARTMENT OF ENVIRONMENTAL QUALITY

DIVISION OF SOLID AND HAZARDOUS WASTE FY 2009 GOALS

I. ENVIRONMENT

DSHW

Protect human health and the environment by promoting pollution prevention (P2) 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.

1. **WASTE MINIMIZATION** – Implement and support waste minimization and pollution prevention of hazardous waste generation.
 - 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.
 - i. On-site visits to SQGs will serve to provide updated information on waste minimization programs and opportunities as well as compliance assistance support.
 - 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.
 - i. Develop new P2 fact sheets to assist various industries, as needed.
 - ii. Division staff kept abreast of contents of P2 library, how to use the P2 library, and P2 fact sheets.
 - c. Continue working relationship between DSHW and EPA hazardous waste minimization programs 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 EPA's

priority chemicals in RCRA waste streams generated within the state.

- d. Administer an effective used oil recycling program for Utah.
 - i. Track and evaluate the amount of used oil collected for recycling, particularly used oil collected from Do-it-yourselfers (DIYers).
 - ii. Semiannual DIYer reimbursements are reviewed and processed within established timeframes. Percent of DIYer reimbursements received and processed will be determined and tracked.
 - iii. Support and help to maintain a sufficient number DIYer collection centers to make it convenient for the public to recycle their used oil. Current listing of collection centers will be made available via the Division Web site.
 - iv. Number of new collection centers established during fiscal year will be documented.
 - v. Maintain an effective Used Oil Block Grant Program to promote the recycling of used oil.
 - A. Number of requests for grant packets will be documented.
 - B. Amount of funds awarded will be documented.
- e. Continue administration of the waste tire recycling program.
 - i. Review bids for the cleanup of abandoned waste tire piles and waste tire piles at municipal landfills within 30 days.
 - ii. Receive annual waste tire recyclers and transporters registrations. Maintain a list of current registrants and make available via the Division Web site.

2. PERMITS, CLOSURE, and POST-CLOSURE

- a. Maintain effective solid and hazardous waste permitting and closure/post closure programs.
- b. 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 20th of the month following the activity.

- c. Hazardous Waste Program – 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.
- d. 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 FY 2010 planning process.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

Hazardous Waste Facilities Section Annual Goal:

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

- a. Meet all EPA permitting requirements.
- b. Process applications submitted by interim status facilities and issue final determinations. Provide guidance to interim status facilities preparing permit applications.
- c. Ensure facility permit modification requests are evaluated and addressed within required regulatory time frames.
- d. Complete five-year reviews. Process permit applications for reissuance.
- e. Assist and oversight facilities in closure/post-closure activities as they become necessary. Complete reviews of closure plans and closure certifications and issue closure verifications. Process post-closure permit applications within required regulatory time frames.

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).

- 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.

Chem Demil Section Annual Goal:

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

- a. Permits are protective of human health and the environment. Permit conditions are clear and the facility can operate in compliance with the conditions.
- b. SWMU's are prioritized for corrective action based on relative risk and are characterized using best industry standards. Corrective action decisions and actions are conducted in accordance with Utah corrective action and cleanup standards (R315-101).

Used Oil Section Annual Goals:

Process all complete permit applications in a timely manner.

- a. Average number of working days for permit review once a complete permit application is received by the Division.
- b. Maintain uniform permits and permit reviews that consistently enforce the used oil management standards.
- c. Permit formats will be reviewed for consistency and errors and updated to reflect any new rule changes.
- d. Used oil rule booklet modified, as needed.

Solid Waste Section Annual Goals:

Process all permit applications in a timely manner.

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

- ii. Modify standard permit as needed.
- e. Review permit applications for Class II, Class III, Class IV, and Class VI facilities within 60 days of receipt of application.
- f. Number of days from receipt of application to issuance of first RAI or draft permit.
- g. Review permit applications for Class I and Class V facilities within 120 days of receipt of application.

3. CORRECTIVE ACTION

- a. Maintain effective corrective action program, including stabilization of environmental releases and clean up of contaminated waste sites.
- b. 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 20th of the month following the activity.
- c. Hazardous Waste Program – 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).
- d. Hazardous Waste Program – 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).
- e. Conduct periodic analysis of the effectiveness of corrective action activities and update, as necessary, future strategies for accomplishing such activities as part of the FY 2010 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.

- f. In coordination with EPA Region 8, DSHW will continue to evaluate annually and amend, as necessary, the facility-by-facility multi-year plan for corrective action activities.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

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.

- 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

Hazardous Waste Facilities Section Annual Goals:

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

- a. 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).
- b. Encourage the use of innovative technologies in site remediation.
- c. Implement an effective voluntary corrective action program for non-TSD entities that have entered into an agreement with the Division and that are being oversighted by the HWF section or for non-TSD entities that have applied to the Department's Voluntary Cleanup Program that are being oversighted by the HWF section.
 - i. Review and comment on submitted plans and reports within the time frames identified in the agreements.
 - ii. Encourage the use of innovative technologies in site remediations.

Commercial/Federal Facilities Section Annual Goal:

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

- a. Review and comment on submitted plans and reports for Tooele Army Depot 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.

Chem Demil Section Annual Goal:

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

- a. SWMU's are prioritized for corrective action based on relative risk and are characterized using best industry standards.
- b. Corrective action decisions and actions are conducted in accordance with Utah corrective action and cleanup standards (R315-101).

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 compliance assistance activities.

- a. Update inspection universe and develop inspection schedule for FY 2009 by September 30, 2008. The selected universe and schedule will incorporate, as appropriate, state, regional, and national priorities.
- b. Complete targeted inspections by September 30, 2009.
- c. Continue implementation of the small quantity generator compliance assistance program in FY 2009. 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).
- 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. Consider economic factors in determining penalties for violations.

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

Hazardous Waste Management Section Annual Goal:

Have an effective Compliance/Enforcement oversight program for hazardous waste generators.

- a. Develop a work plan by September 30, 2008, identifying the generator universe to be inspected during FY 2009. The LQG universe will be defined by the September 30, 2008, 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.

Hazardous Waste Facilities Section Annual Goal:

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

- a. Finalize FY 2009 inspection schedule by September 30, 2008.
- b. Complete all inspections identified in the HWF inspection schedule by September 30, 2009.
- c. Complete inspection reports/enforcement actions in accordance with Division/Section inspection/enforcement strategy and policy.

Commercial/Federal Facilities Section Annual Goals:

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

- a. Finalize FY 2009 C/FF inspection schedule by September 30, 2008.
- b. Supply a copy of the FY 2009 inspection schedule to Section staff by October 10, 2008.

- c. Conduct all inspections as identified in the schedule by September 30, 2009.
- d. 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.
- e. Complete inspection reports/enforcement actions in accordance with Division/Section inspection/enforcement strategy and policy.
- f. Complete compliance assistance inspections as needed.

Chem Demil Section Annual Goal:

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

- a. Conduct inspections in accordance with EPA partnership agreement and meet compliance/enforcement time frames.
- b. Inspection reports are well written and enforcement action can be defended by the inspection report.

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.

- a. Provide guidance to facility owners/operators and collection centers through periodic inspections, timely inspection reports and defining compliance issues. Permitted and registered facilities located in Utah are inspected at least once every three years.
- b. Annual inspections are thorough and inspectors provide assistance.
- c. Update inspection universe and develop inspection schedule for FY 2009, by September 30, 2008.
- d. Complete targeted inspections by September 30, 2009.
- e. Maintain documentation of inspection and compliance history of each facility.
- f. Inspection reports will be filed and files kept up-to-date.

- g. 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.

Solid Waste Section Annual Goals:

Pursue statewide compliance with solid waste rules.

- a. 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.
- b. Percent of inspection in which local health department was notified in advance with an invitation to participate.
- c. Percent of facilities inspected once each year.
- d. Percent of facilities inspected more than once per year.
- e. Percent of facilities inspected quarterly.
- f. Percent of inspection reports completed and mailed with in 10 days of the inspection.
- g. Inspect all facilities for all permit conditions and applicable regulatory requirements each year.
- h. Maintain enforcement of waste tire storage and waste tire disposal rules.
 - i. Inspections conducted.
 - ii. Local health departments contacted.
 - iii. Local health departments participating in inspections
- i. Compile and spot check waste tire transporter monthly flow reports.

5. INFORMATION MANAGEMENT

- a. 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 20th of the month following the activity.

- b. Significant noncompliers (SNCs) 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.
- c. Administer the distribution to and collection from TSDFs, LQGs, and other hazardous waste handlers required to prepare and submit the 2007 hazardous waste biennial report. Conduct data quality of the reports received. DSHW will continue to utilize electronic reporting via Web-based software as the primary reporting mechanism.

DSHW INDIVIDUAL SECTION ANNUAL GOALS:

Hazardous Waste Management Section Annual Goal:

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

- a. Maintain current compliance tracking system and supply information for RCRAInfo.
- b. Update, review, and evaluate the sections compliance and inspection tracking database.
- c. Review and update the RCRAInfo Corrective Action universe, as needed.

Hazardous Waste Facilities Section Annual Goal:

Maintain the RCRAInfo data management program for the HWF section.

- a. Provide the required RCRAInfo information to the appropriate staff for input into RCRAInfo by the 20th of each month.
- b. Evaluate the data in RCRAInfo to determine if it accurately represents the permitting, corrective action, and compliance/enforcement work completed.

Commercial/Federal Facilities Section Annual Goal:

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

- a. Provide the required RCRAInfo information to the appropriate staff for input into RCRAInfo by the 20th of each month.

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

Chem Demil Section Annual Goal:

Maintain Chem Demil program activities in automated data systems.

- 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.

Used Oil Section Annual Goal:

Complete 2007 hazardous waste (biennial) reporting activity and submit to EPA by established time frames.

- a. Data quality/verification and necessary edits performed on received reports (June 2008).
- b. A complete draft of Utah's biennial reporting information passing basic edits will be sent to EPA for review by August 31, 2008. EPA will review submittal and notify DSHW of any noted deficiencies.
- c. Any deficiencies identified by EPA will be corrected and final data will be submitted to EPA for development of the Final 2007 National Biennial Report.

6. 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. DSHW may utilize EPA staff and GIS resources, as appropriate, in the implementation of the State hazardous waste program.

Incorporate, as appropriate, environmental justice information in the administration of the hazardous waste program.

II. CUSTOMER SERVICE

1. The Division will operate and function as an internal and external customer-oriented agency by focusing on customer service, building trust, interoperability, and problem-solving through cooperative efforts in all Division activities and partnerships.
 - 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 provide appropriate environmental protection.
 - c. Staff will help the public understand applicable regulations and Division procedures and activities in a courteous and professional manner.
 - d. Telephone calls requesting information and submitted written requests will be answered in a timely manner.
 - e. Any program newsletters will be published and distributed, as appropriate, to internal and external customers.
 - f. Staff will provide technical and regulatory assistance to industry, special interest groups, schools, local governments, etc. throughout the year.
 - g. Establish a good relationship between Division personnel and customers interested in or concerned with program activities and related regulations.
 - h. Staff will look for ways to improve Division business processes.
 - i. Maintain Chem Demil program activities in automated data systems.
 - i. Section staff understands big picture and considers triple bottom line (facility, community, and staff) in all actions.
 - ii. Web page is up-to-date and easy to understand. Reports of public interest are posted. Public meetings are informative and hearings are open and the hearing officer listens to all comments.
 - iii. Improved communications lead to superior data. Facility continues self-reporting of unusual and non-compliant situations at the facilities. Shorter turnaround time for submitted plans and modifications.
 - iv. Priorities are identified by community-based partnerships.
2. Permitting, corrective action, and compliance/enforcement processes will involve continuous customer input.
 - a. 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.

- b. 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.
- c. Internal processes will be assessed to identify areas for improvement.
- d. Permit information and fact sheets regarding permit modifications and permit issuances will be available on the Division's Web site.
- e. Public participation will provide the opportunity for submitting official comments via email. A public comment mailbox exists to receive incoming emails.
- f. Complaints and information requests will be addressed in a timely manner.

III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

- 1. Develop statutory and regulatory authorities to qualify for continued program authorization.
 - a. Updated program authorization is granted by the federal government.
- 2. Adopt new hazardous waste, solid waste, and used oil rules promulgated by EPA to maintain regulatory equivalency and program authorization.
 - a. Identify new federal hazardous waste rules promulgated during cluster period ending June 30, 2008 and which require adoption by the Solid and Hazardous Waste Control Board.
 - b. Rulemaking process will be completed by June 30, 2009.
- 3. Submit updated authorization applications to EPA to maintain hazardous waste program authorization.
 - a. Submit final revised authorization application for Addendum 13 by November 1, 2008.
 - b. Draft revised authorization application for Addendum 14 will be submitted to EPA for review and comment by June 30, 2009.

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

1. Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.
 - a. 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.
 - b. Provide technical and non-technical training to local health departments, industry, local governments, or other groups.
 - c. 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. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources will be evaluated.
 - d. Focus on teamwork and partnership in identifying and resolving problems.
 - e. Feedback on success of partnerships is received and evaluated.
 - f. Key problems identified by government partners are addressed and solutions developed and implemented.
 - g. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services, and obtaining adequate resources will be evaluated.
2. Improve the efficiency of statewide delivery of waste management services by strengthening relationships with local health departments and EPA.
 - 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.
3. Positive relationship established between DSHW and local health departments.
 - a. Each local health department notified of any Division activities occurring in their areas of jurisdiction.
 - b. Ensure directors of local health departments, or their designee, are copied on correspondence related to DSHW activities associated with their area of jurisdiction.

- c. Division Director and/or other appropriate staff meet with each local health department at least annually.
4. Local governments will be informed concerning DSHW programs and activities in order to be able to comply with appropriate regulations and plan for future needs.
 - 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.
5. The DSHW and EPA will strive to enhance the State/EPA partnership and to ensure the management of a quality hazardous waste program.
 - 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 FY 2009, DSHW and EPA will review and revise, if necessary, the MOA.
 - b. Strategic planning: 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.
 - 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: 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:

Hazardous Waste Facilities Section Annual Goal:

Strive to enhance the State/EPA partnership.

- a. Complete all Department and Division goals that apply to the HWF section.
- b. Adhere to the guidelines of the MOA, enforcement agreement, and Environmental Response Policy.
- c. Maintain a high level of coordination and communication with EPA and LHD counterparts on administering all aspects of the program.

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.

- 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.

Chem Demil Section Annual Goals:

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

- 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.

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.

- a. Review and discuss individual used oil work plans by May 31, 2009.
- b. Any agreed upon changes to the three-year work plans will be completed by July 1, 2009.

Solid Waste Section Annual Goal:

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

- a. 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.
- b. Continue to work with local solid waste landfills and EPA regarding EPA's Landfill Methane Outreach Program

V. EMPLOYEES

- 1. Maintain a climate in which employees can function to their fullest potential, be recognized for their quality work, and accomplish the goals of DSHW.
 - a. Division personnel feel adequately recognized for their quality work and accomplishments.
 - b. Individual performance standards will reflect strategic and annual goals.
 - c. Staff works well together and recognizes the value of teamwork and coordination with stakeholders.
- 2. Employees are committed to the success of DSHW and recognize their professional responsibility and accountability in meeting the needs of the organization.
 - 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.
- 3. Provide appropriate training to employees to increase and foster professional development.
 - 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.
 - c. Provide training during division and section meetings and identify specific training needs and opportunities.
- 4. Problems will be solved through cooperative effort of Division staff.
 - 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.
- 5. Provide leadership in Utah, the western region, and nationally to influence national policies on waste management activities.
 - 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.
- 6. Ensure staff availability to attend regional and national policy meetings and to participate on appropriate committees.
 - 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.

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

- 1. Facilitate policymakers as pro-active participants in shaping environmental policy.

- a. Legislators, other elected officials, and Board members are apprized of important environmental policy and regulatory issues.
 - b. Relationships with policymakers are developed and understanding of environmental issues enhanced.
 - c. Policymakers work with DSHW in development and implementation of relevant waste management programs environmental policy and regulatory issues.
2. Develop partnerships and maintain good lines of communication with policymakers.
 - a. Keep policy makers informed on program issues that require policy development.
 - b. Support and participate in policy and regulatory development efforts.
3. Provide educational, rulemaking and enforcement information to Solid and Hazardous Waste Control Board members in the form of documents and presentations to keep members informed and updated on key activities within the Division.
 - a. Provide required information for the Board packets as required by the Division and within the required time frames.
 - b. Assigned staff may participate in Board meetings where issues related to their assigned facilities are discussed.
 - c. Board members show confidence in staff recommendations.

DEPARTMENT OF ENVIRONMENTAL QUALITY

OFFICE OF PLANNING & PUBLIC AFFAIRS FY 2009 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, Envision Utah and others opportunities that arise.
- b. Coordinate information and issues from statewide initiatives through appropriate DEQ channels.

2. Provide planning support for DEQ initiatives.

Measures:

- a. Maintain community-based planning efforts.
- b. Identify and implement pollution prevention cross-media projects.^{P2}
- c. Incorporate environmental indicators into Local Health Department contracts and the Performance Partnership Agreement (PPA).
- d. Coordinate completion of the FY 2009 PPA.
- e. Coordinate completion of End-of-Year report for FY 2008 PPA.

3. Provide policy support for DEQ initiatives.

Measures:

- a. Provide informational and outreach support to stakeholders impacted by DEQ initiatives.
 - b. Assist with Environmental Council of States (ECOS) and other national policy initiatives, as requested.
 - c. Increase Clean Utah Participation.
4. Provide support for DEQ leadership development initiative.

Measures:

- a. Coordinate leadership-training classes.
- b. Facilitate follow-up activities in sections and branches as requested.
- c. Coach individual employees as requested.
- d. Research, develop and recommend to management new opportunities.

PPA STRATEGIC GOAL #2

Facilitate integration of Pollution Prevention initiatives in DEQ and throughout the state.^{P2}

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 participants.
- 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.^{MERC}
 - b. Amount of used oil collected and properly disposed of.
4. 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:^{SBA}

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 outreach activities as appropriate.
- c. Maintain Business Assistance home page.
- d. Coordinate with other business assistance providers and professional associations.

2. Serve as Small Business Ombudsman for DEQ.^{SBA}

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 NEF Debate Program, and other initiatives.
 - c. 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. Finalize 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. Where appropriate, administer survey or other feedback tool at the conclusion of project to gauge success.

2. Ensure Environmental Justice (EJ) issues are incorporated into community involvement plans.^{EJ}

Measures:

- a. Ensure all segments of impacted community are considered in plan.
- b. Assist with EJ questions as needed in coordination with EPA.
- c. Provide grant information to interested entities.

PPA MEDIA RELATIONS ANNUAL GOALS:

1. Upon request, assist PIO with DEQ media relations.

Measures:

- a. Provide back-up to PIO for vacation, sick and training days
- b. Ensure DEQ media policy is followed.
- c. Encourage reporters to use DEQ's public information office.

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.
- c. Coordinate PPA development and EOY Report.

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.

ENHANCE 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
FY 2009 Goals

III. ENVIRONMENT

II. CUSTOMER SERVICE

OSS

1. Operate as customer-oriented agency by focusing on customer service, trust and problem solving through teamwork and partnership.
 - a. 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. Budget
 - a. The Budget Section will continue to carefully review the LFA's fee document to eliminate errors.
 - b. The Budget Section will prepare various analysis of historical budget reductions, unfunded program requirements, costs per FTE charts and other analysis as needed.
 - c. The Budget Section will develop a schedule of significant budgeting due dates.
 - d. The Budget Section will continue to update the Travel Procedures and implement new processes to improve the Travel System.
 - e. The Budget Section will produce monthly reports and charts detailing travel workload and Department travel expenditures.
 - f. 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 January each year.
 - g. 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.
 - h. 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.

3. Finance

- a. The Finance Section will continue to closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings.
- b. 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.
- c. 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.
- d. The Finance section will continue to provide training and customer support for the DP1 system and work with DTS to monitor and enhance as necessary.
- e. The Finance Section will continue to analyze usage of telephones (land & cell) and review and monitor employee reimbursements of telephones for personal use.
- f. The Finance Section will develop and track the following performance measures:
 1. Timeliness of processing DP1's from purchasing review to placing of order.
 2. Number of audit findings from State Auditor and State Finance audits.
 3. Noncompliance with timeliness of deposits of cash receipts.
 4. Noncompliance with timeliness of federal reporting requirements.
 5. Adherence to State Finance closeout schedule.
 6. Number of transactions in FINET.

- g. The Finance Section will review and update contract general provisions.
- h. The Finance Section will work with State Finance to increase the efficiency of transaction data entry into FINET.

4. General Services

- a. 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.
- b. 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.
- c. General Services will review, update and submit to Risk Management the annual Statement of Property Values by the due date of May 2, 2009.

5. Auditor

- a. The Auditor will conduct audits of all major waste disposal fee facilities each year. The auditor will assist in scheduling an annual Audit Committee meeting to assign additional audits and to discuss yearly priorities and any other relevant topics.
- b. The Auditor will be available as a resource to perform internal audits as assigned by the Audit Committee. Potential items to review via the internal audit function include:
 - 1. Divisions and their billing practices.
 - 2. Cash receipts recorded by each Division.
 - 3. DSHW agreements/permit work involving the recording of deferred revenues.
- c. The Auditor will receive copies of the monthly waste fee reports and will monitor waste fee payments.
- d. The Auditor will provide customer service and promote good relationships both inside and outside the department.

6. Other Services

- a. OSS will process cash receipts within three days of receipt of money, process bank deposit and record it into FINET system with all coding.
- b. OSS will coordinate all GRAMA requests received daily from all divisions. Director will be kept informed of these and all will be processed and answered in the allotted 10-day period of time. A GRAMA spreadsheet of all DEQ requests will be completed weekly and sent to the Executive Director and the Governors office.
- c. OSS will provide service with reserving conference rooms as well as four DEQ cars. Secretary will organize payroll, order supplies, take care of floor copy machine needs and bus passes for employees.
- d. OSS front receptionist desk will greet and help all customers with needs and/or direct them to DEQ employee or division assistance. They will provide customer/employee needs with mail, customer phone calls, deliveries/pickups, name badges, recycling needs, security issues and assist with reserving conference rooms and DEQ cars.

Measures:

1. DEQ solicits customers' opinions.
2. Customers accept our recommendations
3. Division/office directors receive 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.

OSS

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

Measures:

1. The office will continue to be involved with 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.

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

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

OSS

1. Quarterly contract payments will be processed on a timely basis.
2. Prepare annual Building Block for cost of living increases.

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. 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.

OSS

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

- a. Procedures must be established and followed for communicating pertinent Information to each employee in the office.
- b. Implement employee recognition programs and practices that will result in a work force that believe quality work is recognized.
- c. Develop within existing resources the most efficient professional development program possible.
- d. 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

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 Divisions 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. 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.

FY2009 DEQ IT Strategic Goals

- ❑ **Utilize Information Technology to enhance the ability of DEQ to gather, analyze and publish data.**
- ❑ **Improve the level and quality of information based communications tools for internal and external communications.**
- ❑ **Support the development and evolution of technology and information standards.**
- ❑ **Continuously improve the technology competency of DEQ employees.**
- ❑ **Develop IT standards and best practices based on the technology needs as allowed by budget.**
- ❑ **Support and assist the planning and eventual move of DEQ to a new location while minimizing the impacts and cost.**

FY2009 DEQ IT Tactical Goals

- # Continue to mature TEMPO into full operations, including InfoMaker and LetterBuilder Templates in all three DAQ branches.
- # Convert, migrate, update, archive, or delete all remaining DAQ Access databases.
- # Keep the EISM process on track and effectively utilized. Continue to develop/enhance EISM projects.
- # Support and fund a robust training program for IT and DEQ staff
- # Create and utilize class libraries
- # Continued development and support for the document management system. Enhance and expand the in-house expertise.
- # Gain expertise in Windows Vista and SLED 10
- # Implement more Linux based systems within the network.
- # Expand mobile work capabilities.
- # Implement better disk storage management.
- # Expand network Monitoring.
- # Enhance interpersonal communications skills.
- # Complete connectivity of additional data flows through the Node
- # Ignore political 'lines' create by DTS's and organizational structure, to continue to work as a single team for the benefit of DEQ.
- # Continue to offer superior support to DEQ through DTS