

**DEPARTMENT OF ENVIRONMENTAL QUALITY**  
**Strategic Goals**  
**FY 2010**

**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.

### **III. 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**  
**Executive Director's Office**  
**Energy and Sustainability Group**  
**FY 2010 Goals**

**I. ENVIRONMENT**

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

**Measures:**

1. Necessary statutes, rules and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive UDEQ 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 UDEQ participation in targeted state, regional, and national policy and regulatory discussions.
2. Identify objectives of participation and achievement of objectives.
3. Success of legislative, budget, and policy initiatives identified and supported by

UDEQ.

### **Energy & Sustainability Group**

Provide direction, support and assistance for the development and implementation of greenhouse gas emissions reductions policies and programs.

1. Participate in the Western Climate Initiative (WCI).
  - a. Participate on committees and task groups.
  - b. Participate on and provide support for partner meetings and conference calls.
  - c. Prepare documents and other resource information related to WCI.
2. Participate in the Climate Registry (TCR).
  - a. Serve on board of directors and selected committees and as the lead for Utah state agencies.
3. Participate in the Carbon Capture and Geologic Sequestration Workgroup to fulfill the rule development provisions of S.B. 202 (2008 General Session).
  - a. Serve as chair of the workgroup steering committee.
4. Provide support and assistance to federal and state greenhouse gas policy and program development and implementation.
5. Provide assistance and information to the public and stakeholders.

## **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.

**Energy and Sustainability Group**

1. Provide and support opportunities for stakeholder involvement and conduct outreach activities related to WCI, the Carbon Capture and Geologic Sequestration Workgroup, and other energy and sustainability program activities.
  - a. "Go the extra mile" to help customers
  - b. Ensure prompt response to letters, phone calls and inquiries.

**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 UDEQ concerns are reflected in state, regional, and national environmental policies.

## **Energy and Sustainability Group**

1. Coordinate with the appropriate management staff of the Division of Oil, Gas, and Mining and Department of Natural Resource regarding state primacy for the UIC Class VI injection wells for CO2 sequestration.

## **IV. EMPLOYEES**

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

- Employees are committed to the success of UDEQ 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
- UDEQ actively promotes wellness.
- Employees will perceive UDEQ as a desirable place to work.
- UDEQ 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 UDEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.

5. UDEQ has a low turnover rate and is effective in the recruitment of quality new employees.

### **Energy and Sustainability Group**

1. Recognize good work of employees.
2. Utilize weekly coordination meetings to enhance the quality of the activities and work products of the E&S group and strengthen communication among team members.
3. Continue to support leadership development efforts.
4. Provide opportunities for training and professional development.
5. Emphasize the UDEQ Operating Principles as the way of doing business for all UDEQ activities.

## **V. 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 UDEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in UDEQ is developed and enhanced.

### **Energy and Sustainability Group**

1. Support efforts to inform and brief DEQ senior management, Governor's office, legislators, local elected officials, and Board members of important environmental policy issues related to the work of the Energy and Sustainability Group.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF AIR QUALITY

### FY 2010 GOALS

#### I. DAQ STRATEGIC GOAL

##### PROTECT THE ENVIRONMENT

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

##### **Measures:**

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

#### DIVISION ANNUAL GOALS

1. Develop and implement appropriate SIPs for all areas of the state.

##### **Measures:**

- a. State develops all State Implementation Plan revisions required to meet federal law and submits them to EPA for their review and approval according to the established timeframe.
- b. All measures contained in the SIP approved by the Air Quality Board are fully implemented.

2. Address air quality issues in areas of the state outside the nonattainment areas, as appropriate.

**Measures:**

- a. The Santa Clara Monitor is operated to help assess the air quality in the St. George area.
- b. The Oil and Gas Initiative Workgroup continues to study the impact of oil and gas development in the Uinta Basin on the air quality of eastern Utah.
- c. DAQ provides input to EPA and Golder Associates regarding monitoring sites to be installed and operated in the Uinta Basin.

3. Develop and improve appropriate inventories.

**Measures:**

- a. The Title V inventory is prepared by August 15.
- b. Required inventory data is entered into the NEI by June 1.
- c. Non-HAP/non-Criteria/non-MACT regulated pollutants are inventoried as required by federal rules.
- d. The inventories required for the Maintenance Plans and SIPs are developed as required and appropriate technical support for each is submitted to EPA for their review with the applicable plan.

4. Continue to meet federal requirements for PSD increment tracking.

**Measures:**

- a. Increment consumption for major sources is tracked as permits are issued.

5. Maintain an adequate ambient air quality monitoring program meeting the requirements of 40 CFR Part 58 to assess public exposure to air pollutants and to establish the attainment status.

**Measures:**

- a. The annual Monitoring Network Review is completed and submitted to EPA by June 30 following an evaluation of the monitoring network to reflect recent changes in funding and national monitoring requirements to optimize the network.
- b. The PM<sub>2.5</sub> monitoring network is maintained and operated as appropriate funding is received from EPA.
- c. Monitoring data are submitted to EPA 90 days after each quarter.

- d. Locations for new monitoring sites are based on current emission inventories, air quality modeling and EPA regulation.
  - e. Staff works with EPA to assess the impacts of changes to 40 CFR 58, and begins planning for the implementation of those changes (National Monitoring Strategy/Ncore Monitoring Network).
  - f. The National Air Toxics Trends site in Bountiful is operated in accordance with NATTS QAPP with appropriate updates.
6. Review and implement appropriate pro-active pollution reduction measures.

**Measures:**

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

**Measures:**

- a. By November 15, prepare and submit to EPA for review and approval the compliance monitoring strategy incorporating the provisions of EPA's April 25, 2001 Clean Air Act Stationary Source Compliance Monitoring Strategy.
  - b. Asbestos notification, certification and outreach programs are continued, and at least 120 on-site inspections are performed.
  - c. The work program for the AHERA Toxic Substances Compliance Monitoring Grant is continued. The AHERA Grant Work Plan approved by EPA Region VIII (attached) will be the environmental measure of success for the Utah AHERA Program.
8. Protect public health and the environment through implementation of the Utah Lead-Based Paint Certification, Accreditation and Work Practices Program.

**Measures:**

- a. The Utah Lead-Based Paint Grant Work Plan approved by EPA Region VIII (attached) will be the environmental measure of success for the Utah Lead-Based Paint Certification, Accreditation and Work Practices Program
9. Implement the Operating Permits Program meeting the current requirements of Title V, CAAA 1990, and the Utah Air Conservation Act.

**Measures:**

- a. An Operating Permits Program is continued as described in program approval from EPA.

- b. The provisions of the Acid Rain Act and 40 CFR Part 72 and Part 76 are implemented.
10. Continue issuing approval orders for new sources and modifications of the existing approval orders.

**Measures:**

- a. Communications with sources are carried out effectively to complete NOI submittals and any other information necessary for reviews.
  - b. Air quality modeling is completed to ensure the protection of the NAAQS and PSD increment ceilings in Class I and Class II areas.
  - c. Hazardous air pollutants (HAP) and other non-criteria regulated pollutant emissions are documented and reviewed, and if necessary, air quality modeling for HAP sources is completed to assess the ambient impact.
  - d. Any issues identified in EPA program evaluations in FY06 for NSR and Title V are addressed.
  - e. BACT/LAER determinations are either entered into the RACT/BACT/LAER Clearinghouse or the information is provided to EPA so they can enter the data.
11. Continue issuing pollution control facility certifications for sales tax exemption.

**Measure:**

- a. Pollution control facility certifications are issued within 120 days from the application date.
12. Quality Assurance programs are reviewed for effectiveness.

**Measures:**

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

**II. DAQ STRATEGIC GOAL**

## **INVOLVE OTHERS IN THE PROCESS**

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

### **Measures:**

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

## **DIVISION ANNUAL GOALS**

1. Enhance the DAQ web site to increase the availability for public usage.

### **Measures:**

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

### **Measures:**

- a. Partnerships include appropriate parties and the scope of the affected entities and their respective roles are clearly defined.
- b. Meetings are held to address a variety of issues including environmental, health, and economic concerns, statutory requirements and implementation.
- c. SIP stakeholder workgroups are supported during development of revisions to the SIP.

3. Maintain the small business environmental assistance program (SBEAP) to actively assist small businesses to comply with rules of the Board.

**Measures:**

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

**Measures:**

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

**Measures:**

- a. Appropriate use is made of GIS for spatial allocation of emissions and meteorological inputs to air quality models as well as for display of model outputs for stakeholders.
- b. Additional GIS applications to air quality management are explored as appropriate.

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

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

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

**Measures:**

- a. Conformity determinations of TIPs and LRPs are reviewed and comments submitted to the appropriate agency within the comment period of each finding.

- b. Partnership satisfaction and feedback are measured.
- c. Appropriate areas of responsibility are defined for DAQ and local agencies.
- d. Recognition, discussion, prioritization, and resolution of applicable air quality issues occurs.
- e. The State and EPA work together to meet air quality goals in Utah.

## **DIVISION ANNUAL GOALS**

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

### **Measures:**

- a. Necessary burn approval and denial decisions made by the Smoke Program Coordinator and Executive Secretary are coordinated with partner agencies.
  - b. The rules and SIP are revised to implement revisions to FLM burn policies and practices, particularly regarding Use of Wildland Fire issues.
2. Participate as appropriate in activities of other partner agencies.

### **Measures:**

- a. The State and EPA work together to understand the causes of elevated levels of PM<sub>2.5</sub> in the Cache Valley, and work with stakeholders from Cache County, USU, Franklin County, and the State of Idaho to conduct appropriate studies and collect and analyze appropriate data.
- b. DAQ staff are involved in planning activities of the MPOs, UDOT and UTA.
- c. DAQ staff works with the MPOs to acquire and analyze vehicle miles traveled (VMT) data for use in inventory work of the Division.
- d. Local health department staff are trained as requested in the operations of monitoring equipment.
- e. DAQ staff attend/participate in EPA regional meetings and conference calls which will focus on sharing information and building State capacity to identify, characterize and address air toxics risks in Utah communities.
- f. Training and other assistance will be provided to tribal air quality staff as requested and within available DAQ resources.

- g. DAQ staff participate with the State Energy Office and others in the appropriate development of the Fuels-for-Schools program in Utah.
  - h. DAQ will complete retrofitting school buses statewide from Model Years 1993 thru 2006.
  - i. DAQ will actively seek local and federal funding to replace older school bus with cleaner emission technology school bus.
  - j. DAQ will work with the Utah's agriculture community to secure local and federal funding to assist agriculture operators to purchase and install APUs on Long-haul farm trucks, replace or repower farm tractors operating throughout Utah's Nonattainment areas.
3. Provide technical support to LHD vehicle emissions Inspection and Maintenance (I/M) programs.

**Measures:**

- a. The LHDs are included in efforts to quantify effectiveness of existing and proposed I/M programs in support of future SIP development.
  - b. Technical assistance is provided to LHD I/M program staff.
4. Support and contribute to the goals and objectives of the Center for Automotive Science and Technology at Weber State University.

**Measures:**

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

**Measure:**

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

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

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

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

###### **Measures:**

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

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

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

###### **Measure:**

- a. MACT Standards that apply to sources in Utah are adopted and implemented through the Operating Permit process as they are developed and promulgated by EPA.
- b. NSPS standards that apply to sources in Utah are adopted and implemented through the permit process as they are developed and promulgated by EPA.
- c. Rules implementing specific source RACT are developed and implemented as appropriate.
- d. RACT determinations included in the Ozone Maintenance Plan and PM10 SIP and Maintenance Plan are reviewed and updated as appropriate.

2. Continue to submit data to EPA as required by EPA.

###### **Measures:**

- a. Quality assured ambient air pollution data is submitted to AIRS no later than 90 days after each calendar quarter.
- b. Data precision and accuracy assessments are submitted to AIRS no later than 90 days after each calendar quarter.
- c. The database is monitored on an ongoing basis for accuracy and completeness.
- d. Data summary reports are printed for regulatory and public use as appropriate.

## **V. DAQ STRATEGIC GOAL**

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

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

#### **Measures:**

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

### **DIVISION ANNUAL GOALS**

1. Actively participate in appropriate Utah, regional, and national policy-making organizations.

#### **Measures:**

- a. The DAQ provides input into the work products of the WRAP, WESTAR, NACAA, and WGA.
- b. Where offered and appropriate, DAQ employees assume leadership roles in the activities of forums, teams, or committees of WRAP, WESTAR, NACCA and AWMA.
- c. DAQ information is provided to the Administrative Rules review committee and other legislative bodies as requested.
- d. DAQ actively participates in appropriate meetings of the MPOs.
- e. DAQ provides input into the development and work products of the Climate Registry and the Western Climate Initiative.

## **VI. DAQ STRATEGIC GOAL**

### **INCREASE PUBLIC AWARENESS**

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

#### **Measures:**

- a. Public awareness of the causes of air pollution is increased.

- b. Voluntary measures are quantified and used as control strategies where appropriate.
- c. School curricula are developed and staff trained appropriately.

## **DIVISION ANNUAL GOALS**

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

### **Measures:**

- a. Information is prepared and disseminated that promotes the use of alternate fuels.
  - b. The Choose-Clean-Air campaign is continued.
  - c. Air Quality Action Days are continued.
  - d. Information regarding alternate commute options is provided to appropriate agencies.
2. Respond to questions from the public regarding air quality issues.

### **Measure:**

- a. Questions from the public regarding air quality issues are answered in a timely manner.
  - b. Ambient air quality data is provided to the AirNow Program.
3. Conduct community outreach and analysis concerning air toxics issues as determined appropriate by the division and considering available resources and report results to EPA.

### **Measure:**

- a. Work to conduct community outreach and analysis concerning air toxics issues is completed based on need and resources.
- b. Accomplishments are reported to EPA in the annual year-end report.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION

### CERCLA BRANCH

### STATE FISCAL YEAR 2010

#### ANNUAL GOALS

#### I. UTAH SUPERFUND PROGRAM

1. Perform Site Assessment work in compliance with United State Environmental Protection Agency (EPA) guidance and regulations, and complete the work according to the schedule in the Utah/EPA Cooperative Agreement and within acceptable budgets.

##### 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. Report quarterly on current status of Site Assessment activities to the EPA.
  - 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. Review decision sheets prepared by the EPA and maintain a record of completions.
  - e. Monitor budgets and funding to ensure that adequate funding is available and spending is in compliance with applicable budgets and funding agreements.
  - f. Respond to public inquiries regarding ongoing site activities and conduct the required Superfund public participation activities.
  - g. 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 the EPA (Superfund Comprehensive Accomplishments Plan targets) and in accordance with applicable regulations and guidance.

- b. Utilize the Project Planning Template at appropriate times, in consultation with the EPA, to establish and define agency roles and responsibilities.
  - c. Ensure that adequate funding is available [through EPA cooperative agreements, Potential Responsible Party (PRP) funding agreements, or other 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, and in accordance with applicable regulations and guidance.
- b. Ensure adequate funding (EPA cooperative agreements, Defense and State Memorandum of Agreement, 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 Formerly Used Defense Sites (FUDS) in Utah, coordinate with the Division of Solid and Hazardous Waste (DSHW), and partner with the Army Corps of Engineers to cleanup and close out FUDS in Utah as resources and funding allow.

- f. Evaluate Military Munitions Response Program sites in coordination with the DSHW, Federal facilities, and the Army Corp of Engineers and ensure that these sites are addressed appropriately.
  - g. Evaluate non-Department of Defense/Department of Energy Federal facilities, determine the proper state role in these projects, and provide input as appropriate.
4. Partner with the 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 Division of Environmental Response and Remediation (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, and monitor and manage budgets to ensure that funds are expended in accordance with applicable agreements.
  - 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 (O&M), 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 mechanisms to perform required O&M duties.
  - c. Monitor and manage budgets and spending to ensure that funds are expended in accordance with applicable agreements.
  - d. Evaluate and institute, as practical, an O&M and institutional control tracking process or mechanism to ensure protectiveness of remedies into the future.
  - e. Track environmental covenants to ensure they are recorded with county recorder and filed in Utah Department of Environmental Quality (UDEQ) 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 supplies are 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 the 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. Ensure the 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 (VCP) and promote voluntary cleanup of contaminated sites.

**Measures:**

- a. Coordinate program processes with all Divisions in the UDEQ.
- b. Actively promote the VCP as a viable option for cleanup of contaminated sites.
- c. Meet periodically with the VCP Committee to discuss the program.
- d. Coordinate Brownfields outreach activities with VCP outreach activities to maximize the return of contaminated properties to beneficial use.
- e. 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 the VCP site status list quarterly.
- e. Create a 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 Comprehensive Environmental Response, Compensation, and Liability Information System 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 Hazardous Substances Mitigation Act environmental hazards.

**Measures:**

- a. Respond to requests for assistance to the extent allowable under existing rules and resources availability.
  - b. Receive and document spill notifications and notify appropriate agencies.
  - c. Continue Duty Officer rotations to ensure accessibility for reporting entities.
2. Support and monitor the EPA Emergency Response Branch activities in Utah.

**Measures:**

- a. Participate in the EPA emergency responses to the extent allowed by the EPA and resource availability.
  - b. Review and comment as appropriate on reports, agreements, and other documents associated with EPA Emergency Response Branch 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 the UDEQ/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 Toxic Release Inventory (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 State Emergency Response Commission with the Utah Department of Public Safety.

**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 Comprehensive Environmental Response, Compensation, and Liability Act (CERCLA) Branch.
- c. Prepare for increased State involvement in the Superfund Program when CERCLA is reauthorized.
- d. Participate in national state-interest groups such as the Association of State and Territorial Solid Waste Management Officials and the Interstate Technology and Regulatory Council.

- 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 the Government Records Access Management Act.

**Measures:**

- a. Coordinate all records requests with the Division Records Officers.
  - 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 the EPA.
  - b. Meet regularly with representatives of the EPA to discuss all aspects of the Superfund program in Utah.
  - c. Maintain a partnership relationship with the EPA through application of the Operating Principles and participation in partnership meetings, 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**

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

**Measures:**

- a. Conduct Branch staff meetings at least semi-annually 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 2010 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 Occupational Safety and Health Administration, Hazardous Waste Operations and Emergency Response training requirement.
- e. Develop and incorporate relevant Branch training to increase employee knowledge of programs, policies, initiatives, and skills.

5. 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 the Utah Department of Human Resource Management.
- e. Incorporate the UDEQ 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**

1. Keep the statutory boards informed of Superfund Activities as requested.
2. Attend board meetings and provide project information and updates as requested.
3. Support Department efforts to inform policy makers of environmental issues.
4. Provide weekly (or as needed) project status meetings with the Division Director for specific high profile sites in order to keep the Director informed of critical project issues.

**Measures:**

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

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION UST BRANCH STATE FISCAL YEAR 2010

### ANNUAL GOALS

#### I. ENVIRONMENT

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

##### Measures:

- a. Review and closeout 70 release sites between July 1, 2009, and June 30, 2010.
  - b. Develop and review project schedules for State lead sites biannually. Proceed according to project schedules toward site cleanup and closure.
  - c. Increase the percent of confirmed LUST sites cleaned up and closed out.
2. Prevent releases of hazardous and toxic substances into the environment.

##### Measures:

- a. Identify old steel Underground Storage Tanks (USTs) with a high potential for leaking. Those facilities located in environmentally sensitive areas, such as shallow groundwater and adjacent building with basements, will be sampled to determine if the old steel USTs are leaking.
- b. Conduct or ensure completion of compliance inspections at 80% of the operating facilities throughout the state by June 30, 2010.
- c. 85% of inspected facilities in substantial compliance with leak detection requirements after 60-day inspection follow-up.
- d. 90% of inspected facilities in substantial compliance with operational requirements after 60-day inspection follow-up.
- e. 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.

- f. Investigate the causes of releases from USTs upgraded using alternative inspection methods and propose potential remedies by November 1, 2009.
  - g. Enhance the UST Database to add the capacity to track the UST Operation Training Program by June 30, 2010.
3. Program development and continuous improvement for efficient and effective cleanup of LUST sites.

**Measures:**

- a. Prioritize potential UST enforcement actions by July 31, 2009, and update priority list quarterly.
- b. To cost recover state money used to investigate, abate, and/or cleanup LUST sites where the responsible party is unknown, unwilling, and/or unable, increase the number of cost recovery action initiated, funds recovered, and settlement agreements completed from the previous fiscal year.
- c. Complete rulemaking process to implement the Operator Training requirement of the Federal Energy Policy Act of 2005 by November 1, 2009.
- d. Update the “Project Manager’s Guide for Procurement and Management of Construction Projects” by June 30, 2010.

**II. EMPLOYEES**

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

**Measures:**

- a. Negotiate performance plans, consistent with strategic goals and objectives, with specific measurable performance criteria for all staff by August 1, 2009.
- 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, 2010.

2. Implement measures to allow for employee development.

**Measures:**

- a. Develop training needs list by October 1, 2009.

- b. Recognize staff for specific exemplary performance in customer service, individual task accomplishments, teamwork, and support for Department Mission, Vision, and Operating Principles.
- c. If funding allows, provide training for all employees, appropriate to experience and need of each person, and provide at least one training opportunity for each staff member by June 30, 2010.

### **III. CUSTOMER SERVICE**

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

#### **Measures:**

- a. Publish bi-annual Newsletter by September 2009 and April 2010.
  - 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.
  - 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.
  - d. Update the "Public Record" report on the UST Program web page and the Interactive Map by September 30, 2009.
  - e. Develop guidelines for switching an UST system to an alternative fuel by October 1, 2009. Make this information available to the public as a pamphlet or checklist.
  - f. Review and update Petroleum Distributor List by September 1, 2009.
  - g. Develop operator training outreach plan and any necessary materials by June 30, 2010.
- 2. Determine and evaluate budgetary requirements to manage a viable UST Program.

#### **Measures:**

- a. Complete budget for staffing, equipment, travel, and organizational needs by November 11, 2009. Review budget status within 30 days after the end of each quarter.

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

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

**Measures:**

- a. At each Control Board meeting, prepare relevant information for Board members on environment policy issues.

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

1. Provide adequate oversight of Local Health Departments (LHDs).

**Measures:**

- a. Review contract performance with LHDs by December 1, 2009, and May 15, 2010.
- b. Conduct semi-annual inspector training by December 31, 2009, and June 30, 2010.

**DRAFT PERFORMANCE PARTNERSHIP AGREEMENT (PPA) FY 10**  
**Between**  
**THE UTAH DIVISION OF DRINKING WATER (STATE)**  
**And**  
**REGION 8 U.S. ENVIRONMENTAL PROTECTION AGENCY (EPA)**

Preamble

This is a performance partnership agreement between the Utah Division of Drinking Water hereinafter referred to as “State” and the Drinking Water Program within the Environmental Protection Agency’s Region 8 office, hereinafter known as “EPA”. The purpose of this agreement is to ensure, to EPA’s satisfaction, that the delegated drinking water programs are satisfactorily administered.

Maintain Core Programs

The State will maintain and implement the core programs, as required by federal and state statutes and rules, and as reflected in program authorizations and other formal agreements.

Maintain National Databases

The State commits to properly transfer data into regional and national data systems, where federally required data fields are kept current, and that the data is entered accurately and pursuant to definitions and policy. The State will use the SDWIS-State software to accomplish this task. Prior to each submittal, State will perform the error checks resident with FEDREP and make appropriate adjustments with the data to ensure an accurate submittal. EPA agrees to accept the error checked files submitted by State and release them to SDWIS-ODS. The State commits to maintain its database and assist, when requested to do so and as resources are available, those responsible for the national database. This includes data entry, quality assurance and data validation for assuring timely and complete updating of information for the purpose of data retrieval by EPA staff and managers.

The State commits to transmit water system inventory information and violation and enforcement data to SDWIS within 45 days after the end of each calendar quarter. For systems identified on the SNC lists, the State will look at all the violations and submit SDWIS “return to compliance” information where applicable.

The State will employ internal management practices to verify complete data reporting. EPA and State will jointly discuss the 2008 EPA Data Verification audit. State will proceed with Goal Number 13 in an ordered fashion to resolve data quality errors. EPA’s Regional or Headquarters data management staff agrees to expeditiously correct any data transfer issues within their respective data systems and EPA Regional program staff agree to extend programmatic timelines as appropriate.

Implementing New EPA Rules

State will ensure new regulatory violations are tracked and reported to SDWIS the quarter after occurrence. When final guidance is issued, The State will start working on implementing reporting requirements. EPA Region 8 commits to provide the State the SDWIS reporting

mechanism as soon as it's available from EPA HQ, prior to any new regulatory implementation date, if possible.

EPA Region 8 will provide information/instructions and/or documentation specific to the new codes used to report compliance assistance visits and the State will report these visits as well as Sanitary Surveys on a quarterly basis to SDWIS. The State will also use the new SDWIS code to report follow-up visits for formal enforcement as they occur. If the State does not have an approved primacy package for any new rule the State commits, for rules that are enforceable by EPA, to provide EPA a list of violators within 60 days of identifying noncompliance.

EPA recognizes that State must go through an extensive process to adopt new regulations. Further EPA recognizes that it is desirable for State to go through the process only once. Therefore EPA commits to make its best effort to timely review and provide feedback on all interim primacy packages submitted so as to eliminate, where feasible, any potential changes to the final package submission. EPA and Utah recognize that the State has interim primacy consistent with SDWA 1413(c) from the date of submission of its final rule package.

#### TCR/SWTR

State will provide updating information to EPA during the quarterly CAP meetings regarding the status of compliance of subpart H water systems.

#### Safe Drinking Water Act Enforcement

The State commits to annotating the quarterly SNC lists, and will return the annotations to EPA within 30 days of receipt of the list and periodically thereafter as appropriate. EPA recognizes that it is its responsibility to deliver the list to the State in a timely manner to enable the State to meet its deadlines.

The State commits to either a) conduct formal enforcement, as appropriate, or b) refer the system to EPA for enforcement on all unresolved SNCs within 6 months of becoming identified as an SNC, with the goal of taking action before systems reach SNC status. EPA will continue to participate in quarterly CAP calls with the State to discuss SNCs, and will obtain the State's plans for addressing all systems that are SNCs but not yet Exceptions, or that are already Exceptions. If the State does not plan to address SNCs prior to them becoming Exceptions or existing Exceptions, or if the State does not meet its previous commitments to take enforcement actions, then EPA will take federal enforcement action. EPA may also issue NOV's for cases in which PWSs become Exceptions immediately due to late data entry or which would have been SNCs/Exceptions if all violations had been uploaded to SDWIS-Fed.

It is possible that OECA will develop and implement a new SNC/Enforcement Response Policy and the PPA negotiations may have to take this into consideration. The State commits to addressing SNCs before they become Exceptions and the goal is to take action to prevent Exceptions. OECA is working with the Regions to develop a new Enforcement Response Policy (ERP) that will define significant non-compliers by system-based approach versus the current rule-based approach. It is expected that the new approach will run concurrently with the old approach during FY10, however, it is possible that the full implementation of the new ERP may occur later in the second half of FY10, and negotiations may have to take this into consideration.

The State will escalate enforcement actions, for those systems that continue to violate, including pursuing penalties and AG referrals. EPA will evaluate State performance, and take direct enforcement actions as needed, in order to prevent SNCs from becoming Exceptions, or to address existing Exceptions.

The State will ensure that violation letters are sent to PWSs for each violation incurred utilizing management tools that could include evaluating the success of rule managers in completing this task during their performance appraisal and spot-checking during the year to assist in determining this success.

#### Safe Drinking Water Enforcement Oversight

The State agrees that EPA will use the new version of the Uniform Enforcement Oversight System (UEOS) for evaluating the State's enforcement performance in FY 2009. The State will be given the opportunity to reconcile the national database information and review a draft report of the assessment before the enforcement evaluation is finalized. EPA will evaluate UEOS Question 6 to determine whether the State addressed each SNC prior to Exception status. EPA will conduct an on-site audit in FY 10 and focus on complete and accurate uploading of violations to SDWIS-Fed.

Except as noted below, the State shall commit to conducting sanitary surveys every 3 years for community surface water systems (or 33.3%) and every 5 years for non-community surface water and ground water systems (or 20%). State reserves the right to survey those Subpart H systems deemed by State to be well maintained and operated, every five years rather than the three year frequency noted above. Sanitary survey reports are to be completed within 90 days of completion of field work. If EPA conducts a UEOS evaluation of targeted State sanitary surveys in FY10, EPA will request copies of up to 25 sanitary survey reports. The State commits to entering all sanitary surveys and technical assistance visits into SDWIS or provide EPA a list of sanitary surveys by PWS and source) completed in FY 10.

The State will upload all SNC related enforcement actions and applicable return to compliance (RTC) codes into SDWIS-Fed quarterly, and particularly by June 30, 2010, for all such actions completed by that date. This will enable EPA to complete its required reporting to EPA HQ by October 1, 2010. EPA encourages the State to develop management tools to ensure that enforcement actions are uploaded to SDWIS-Fed. This could include evaluating the success of the employee's responsible for this data entry during their performance appraisal.

EPA will also exert its influence with EPA HQ to encourage an automated RTC functionality into SDWIS-State and/or SDWIS-FED. Both the State and EPA recognizes that not uploading enforcement actions not only creates false Exceptions but also provides a misrepresentation of the State's enforcement efforts to anyone using the national database.

EPA recognizes that entering enforcement actions involves: a) the recognition of an RTC condition, a less than intuitive task given the myriad number of samples received by State and the expansive number of applicable EPA rules, b) identifying all violations that qualify to be RTC'd, c) determining the violation ID numbers for each of those violations, and d) entering the appropriate enforcement action codes and attaching them to the previously identified violation

ID's. EPA acknowledges that when State undertakes this overhead type of activity, State is serving the database so that the database can serve EPA. EPA recognizes that SDWIS-State, as it now exists without the RTC module, is not a tool to help State fulfill its requirement to report a major portion of its enforcement actions. Consequently, EPA commits to exert its influence in promoting an RTC module for SDWIS-State and SDWIS-FED. Further, EPA commits to report its efforts in promoting the RTC functionality in SDWIS-State and SDWIS-FED to State at the end of the FY.

The State will develop management and employee tools for tracking systems that are under enforcement which could include employees submitting a quarterly case status report to management for systems under enforcement.

The State is aware that EPA will issue a press release twice each year listing the federal enforcement actions that EPA has taken in Utah for the previous 6-month period. As with all EPA press releases, the content will be non-negotiable unless it's a clerical error and this agreement is only applicable to the 2010 PPA. EPA is aware the State may issue a response press release containing clarifying and correcting comments regarding EPA's press release if State see a need for it.

EPA will confer with the State regarding the compliance status of EPA orders issued to Utah PWSs, will list the violations contained in the orders and their current compliance status (according to the SNC definition of compliance) in the enforcement press release, and will provide a courtesy copy of the press release 24 hours prior to the release.

#### Sanitary Surveys

The State shall submit to the Region 8 Drinking Water Program an evaluation of its program for conducting Subpart H System Sanitary Surveys in accordance with 40 CFR 142.16(b)(3) during calendar year 2008 as required by 40 CFR 142.15(a)(5) by February 15, 2009.

EPA will continue to encourage the State to ensure that violation letters are sent to PWSs for each violation incurred. This could include evaluating the success of rule managers in completing this task during their performance appraisal and spot-checking during the year to assist in determining this success.

#### Drinking Water Source Protection

The State is committed to reporting the status of source protection implementation in Utah to EPA annually. The State is participating and assisting in discussions regarding the feasibility of using SDWIS-State in the future to accomplish this reporting, and will continue to support that effort.

**DEPARTMENT OF ENVIRONMENTAL QUALITY  
DIVISION OF DRINKING WATER  
FY 2010 Goals**

**I. ENVIRONMENT**

1. The Rules Section will work with the Administrative Services Section and the Engineering Section to finalize the Entry Point/Source Common Aquifer Sampling Policy and establish procedures approved by all managers in the Division for determining common aquifer status.

**Measures:**

- a. By August 31, 2009, finalize the current draft policy on entry point/source common aquifer sampling. Rules, Engineering, and Administrative Services sections must approve the required criteria for sources to be considered from a common aquifer.
  - b. By September 30, 2009, establish an implementation process for phasing in the common aquifer portion of this policy. Communicate new policies and implementation timeframe to water systems.
  - c. On-going beginning December 1, 2009, review existing groupings for validity formally acknowledge or revoke any groupings based on adopted policy.
2. The Rules Section will continue to enact the implementation plan for EPA's Groundwater Rule.

**Measures:**

- a. By July 31, 2009, the Rules Section staff will re-examine the implementation plan and time schedule for the following activities: i) rule writing, review and adoption, ii) Sanitary Survey enhancements, iii) SDWIS tracking schema, iv) UDDW and LHD surveyor training, and v) public water system training
  - b. Rules section will continue to implement the plan and time schedule under item a. above.
  - c. By September 30, 2009, the Rules Section staff will send written notification to water systems of the pending compliance date of December 2009.
3. The Engineering Section will develop and adopt revisions to the Disinfection Rule.

**Measures:**

- a. By July 15, 2009, the Engineering staff will receive individual assignment for various disinfectants for conducting technical review of the existing disinfection rule and the draft revision of the existing rule.
- b. By November 30, 2009, complete the draft Disinfection Rule revisions for internal review.
- c. By December 31, 2009, send the revised draft to solicit comments from water systems and external experts.
- d. By February 28, 2010, complete the final draft. Present the conceptual Disinfectant Rule revisions to Drinking Water Board as an informational item in the following Board meeting.
- e. If the Drinking Water Board finds the rule revisions conceptually acceptable, seek approval of the Drinking Water Board to proceed with rule making.
- f. When applicable, provide training regarding the Disinfection Rule revisions to water systems and consultants at various water operator trainings, RWAU conferences, and AWWA conferences.

## **II. CUSTOMER SERVICE**

4. The Rules Section will a team to work with institutional water system owners (UDOT, LDS, BSA, etc.) to enhance technical assistance, compliance assistance, enforcement response and facilitation of multiple system contacts.

### **Measures:**

- a. By July 31, 2009, evaluate and update if necessary the existing goals and objectives of the team contact concept.
- b. By August 31, 2009, identify any remaining institutional owners (BLM, USFS, Boy Scouts, LDS Church etc) assemble a team of UDDW staff to coordinate compliance activities.
  - i. By July 31, 2009, the Division management team will review the established Institutional Teams and confirm or assign new team leaders. Team leader assignments for future (new) teams will be will be made by the Division management team within 20 days of formation of the new team.
  - ii. By August 15, 2009, Section managers will confirm or assign team members representing their Section to each Institutional Team. Team member assignments for future (new) teams will be will be made by the respective Section Managers within 20 days of formation of the new team.

- c. By September 30, 2009, Institutional team leaders will contact their assigned Institutional groups and arrange, or offer to 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 UDDW staff.
5. The Engineering Section and Construction Assistance Section will develop a tracking scheme for rule exceptions to be used by personnel performing sanitary surveys.

**Measures:**

- a. By December 31, 2009, determine extent of previous research made toward collecting historical exceptions.
  - b. By January 31, 2010, develop database structure to track new exceptions and import historical exceptions.
  - c. By March 31, 2010, import historical exceptions into database structure.
  - d. By April 30, 2010, training staff on data entry for new exceptions.
6. The Rules and Construction Assistance Section will investigate the feasibility of placing a UDDW “report” (non-sensitive information) request 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 end of 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, 2009, staff will obtain a list of all standard reports that would be helpful and useful to the public.
  - b. By November 1, 2009, staff will create a list of first responders to each standard report and two backup people.
  - c. By February 1, 2010, staff will investigate the best approach to allow these requests to be made and responded to.
  - d. By May 1, 2010, if an appropriate solution is found, staff will create the link on the Division’s website to enable the public to make the request.

**III. STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS**

7. The Construction Assistance Section will implement changes to the State Revolving Loan Fund (SRF) Program.

**Measures:**

- a. Present revised draft recommended changes to draft rule R309-800 (currently R309-352), Capacity Development Program, to the Drinking Water Board on November 18, 2009. The revision shall take into account Board discussion and recommendations given during the January 14, 2009 Board Meeting.
  - b. Finalize rule changes for R309-800 and present to the Drinking Water Board at its March 2010 Board Meeting for implementation.
8. The Division of Drinking Water will investigate how to increase the number of people authorized to witness the well sealing process for public drinking water wells by revising *R309-515-6(5)(b) Grouting Inspection During Well Construction*.

**Measures:**

- a. Prepare a draft revision to the applicable rule by August 31, 2009.
  - b. Invite critique of the draft revision from Division staff, appropriate staff of the Division of Water Rights, Utah Groundwater Association, the Consulting Engineers Council, Utah City Engineers Association, Rural Water Association of Utah, and Utah Geological Association by September 30, 2009.
  - c. Revise the draft rule based on the feedbacks received by October 31, 2009. The revised draft will be provided to those interested and placed upon the next available Drinking Water Board agenda for its consideration.
  - d. After acceptance as a proposed rule by the DWB Division staff will initiate the appropriate rulemaking process within one month following the Drinking Water Board's action.
9. The Field Services Section will work with our partners to provide technical assistance to public water systems for their cross connection control programs.

**Measures:**

- a. By September 30, 2009 staff will meet with DDW partners and division staff to discuss plans for program development
- b. By December 15, 2009, staff will develop training modules to be place on the training calendar for systems needing a cross connection control program.

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

10. The Rules and Field Services Sections will work to improve communications with Local Health Departments and establish other areas of contacts as needed.

**Measures:**

- a. By September 30, 2009, establish UDDW/LHD working group to address issue.
  - b. By November 30, 2009, identify critical and/or common areas of communication between the Division and LHDs.
  - c. By January 31, 2010, 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, 2010, implement the working group recommendations.
11. The Rules and Field Services Sections will explore improvements to the ESS and sanitary survey process.
    - a. By November 2009 a new policy will be written that requires DDW staff to notify the LHDs and DE's of any changes or significant findings during the survey.
    - b. By March 2010 provide training on Fluoridiation in the Salt Lake and Davis county area. This could be a separate training not related to sanitary survey training and may be provided by an outside source.
    - c. By September 2009 an updated policy will be written requiring proper notification of a Sanitary Survey that not only notifies the Water System but the LHD and DE's.
    - d. Once the change to SDWIS 2.2 is completed, DDW staff will determine if more information can be pulled across from SDWIS into ESS.
    - e. DDW staff will work with IT and the ESS contractor to resolve the major issues with ESS 4.1 and the 2009 question set by December 2009. Changes will be incorporated in the 2010 question set.
    - f. By December 2009 DDW will provide a list of items required to be sent back to DDW : 1) Cover Letter 2) IPS, 3) Inventory, 4) Operator Certification report, 5) Deficiency Report 6) Source and Storage Calculation Sheet.
    - g. Investigate if there are PDA's that are easier to read in sunlight and investigate the costs for replacement. A decision will be made on how to proceed by June 30, 2010.

12. 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, 2009, UDDW 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, 2009, UDDW staff will select the best method for making data accessible and implement a plan for doing so.
  - c. By December 1, 2009, UDDW partners will be able to access the drinking water data.
13. The Rules Section will work cooperatively with EPA Region 8 on the development of an "Implementation and Data Quality Improvement Plan" which prioritizes issues affecting public health.

**Measures:**

- a. By September 1, 2009, staff will involve EPA Region 8 on the use of EPA's electronic data verification tool to obtain a list of the potential data errors.
- b. By October 31, staff will identify the various types of data quality errors and place them into logical groups.
- c. During the month of November 2009, staff will place the logical group of data quality errors into priority order and receive comments from EPA Region 8 regarding the priority order.
- d. As resources allow, during the remainder of the federal fiscal year, staff will work on changing processes, activities and/or procedures to achieve the greatest improvement of data quality.
- e. By September 30, 2010, staff will prepare a report on activities undertaken during the year. The report will also contain an explanation of the State's selection rationale for both the logical groups selected and those not selected.

**V. EMPLOYEES**

14. All Sections will cooperatively work with staff on developing and maintaining a "Policy and Procedures" folder in eDocs for use by staff. The folder will be logically organized and will address common routinely dealt with issues. The folder will contain helpful charts, checklists and standard letter formats and paragraphs.

**Measures:**

- a. By September 30, 2009, identify critical division procedures/processes for inclusion. Make assignments to staff to develop flow charts illustrating these processes.
- b. By December 31, 2009, complete flow charts that document critical division processes.
- c. By January 30, 2010, include flow charts in eDocs.

**VI. ENHANCE POLICYMAKERS' UNDERSTANDING OF ENVIROMENTAL ISSUES**

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

**Measures:**

- a. By September 30, 2009 the Division Director will work with the new Executive Director of the Department to explore funding issues and potential fee options available to the Division.
- b. The Division Director will follow the direction given by the Executive Director.

**VII. INFORMATION TECHNOLOGY**

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

**Measures:**

- a. By July 1, 2009, IT and UDDW representatives will participate in a planning meeting to outline the steps necessary to install, and implement Lab to State as a public-facing website. 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. Weekly meetings will be held to coordinate on-going implementation efforts.
- c. By July 1, 2009, 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.

- d. When Lab to State is successfully deployed, training on its use will be provided to the laboratories and the rule managers by September 1, 2009.
17. The Construction Assistance Section will develop process and protocols to facilitate electronically additions to the SRF Needs list. Consider making a second SRF Needs List from sanitary surveys, MCL violations, and other staff activities and determine if/when it should be consolidated with the project priority list or main Needs List.

**Measures:**

- a. By October 31, 2009, determine extent of previous research and prior coordination made toward developing a database structure to hold the SRF Needs List.
  - b. By February 28, 2010, develop the main module to database structure to hold the SRF Needs List.
  - c. By April 30, 2010, develop individual modules for each component of the SRF Needs database.
  - d. By June 30, 2010, train staff on data entry.
18. The Engineering and Construction Assistance Sections will develop a mechanism to incorporate fire flow requirements into drinking water system capacity requirements and plan reviews.

**Measures:**

- a. By October 31, 2009, the Division staff will have a scoping meeting with the State Fire Marshal to discuss our goal.
  - i. Identify the State and local fire marshal's jurisdiction. Obtain a list or lists of fire authorities and their jurisdictions.
  - ii. Consult with competent fire authorities (in concert with drinking water providers) to identify critical and essential parameters for establishing capacity requirements.
- b. By November 30, 2009, DDW staff will conduct an internal meeting to discuss results and appropriate modifications to the measures and this goal.
- c. If the discussion with the state fire marshal doesn't modify our course of action, we proceed with the following:

- i. By January 31, 2010, send mass mailing to all systems asking who their local fire authority is and contact information. Make an online form available to collect the information of fire flow requirements.
  - ii. By March 31, 2010, send the mailing to the identified local fire authorities asking who is in their jurisdiction and what fire flow requirements are for each system in their jurisdiction.
  - iii. By May 31, 2010, create fields in the database to include information of fire authority, contact information, and, if applicable, fire suppression requirements.
  - iv. Populate fields in the database. This will be an on-going effort by Division staff.
19. The Division's management team will ensure that staff enters data consistently into SDWIS, SARA, eDOCS, and DRU. Establish standards for entering data and managing legal entities, water systems, and facilities. Develop documentation and appropriate training.

**Measures:**

- a. By September 30, 2009 appropriate staff will evaluate each database, including:
    - a) SDWIS (Rules Section, Engineering Section, Construction Assistance Section and Administrative Services Section),
    - b) SARA (Rules Section),
    - c) DRU (Engineering Section, Construction Assistance Section and Administrative Services Section) and eDOCS (Administrative Services Section, Rules Section, Engineering Section and Construction Assistance Section) and prepare instructions on data entry.
  - b. Beginning with the Division Staff meeting held in November 2009 training on data entry will be given.
20. The Field Services Section will evaluate the Montana Water Center's Operator Basics CD to see if the information on the CD is accurate and of value to place on the Division's website.

**Measures:**

- a. By July 31, 2009, staff will investigate the accuracy of the CD and determine if it is a useful tool to help operators prepare for the exams and obtain CEU's by placing it on the Division's website.
  - b. By August 31, 2009, staff will make recommendations to Management whether or not the CD should be placed on the Division's website.

CORE ACTIVITIES:

<b>Division of Drinking Water - FY 09 Core Activities</b>		
<b>Category</b>	<b>Activity</b>	<b>Responsibility</b>
<b>Philosophy, Culture</b>	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 UDDW'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
<b>Staff</b>	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)	
	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
	Ensure cross-training and back-up capability where appropriate	All
<b>IT, Gov e-business</b>	Internet website including in-use forms kept current, maintained and improved	Const Assist / All
	SDWIS data reporting	Rules
	Automate water treatment plant report transmission	Rules
	Implement geographic information system (GIS) applications, including support for outside partners and other DEQ Divisions	Admin Serv
	Maintain and enhance the divisions databases: SDWIS/SARA/DRU	Rules / All

	Plan for and implement the Department electron document management system	Admin Serv / All
Assistance and Training	Staff assistance to Drinking Water Board	Division Director / All
	Technical assistance to water operators	All
	General partnering (targeted training, cooperation, follow-up, & planning)	All
	Educate locally elected officials and their staff	All
	Water quality problems, technical assistance	All
	Perform Capacity development functions	Const Assist / All
	Provide support for the Permanent Community Impact Board	Const Assist
	Technical assistance to water treatment plants	Division Director / All
	Support local water quality alliances	Division Director / All
	Support water planning activities in cooperation with other agencies and local government and technical assistance partners, regarding source protection and system viability issues	All
	Provide training on physical facility capacity and it's issues for consultants, district engineers, others	Const Assist / Engineering
	Ensure Drinking Water Board members have sufficient training to make policy decisions	Division Director / All
Field Work	Sanitary survey scheduling with consideration for expertise rotation and geographic grouping. Perform Sanitary Surveys. Respond to water systems	Field Services
	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	Rules
	Monitoring and MCL Compliance tracking and reporting	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 2010 Goals**

**IV. 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 and the public 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 and Inspection and the Radioactive 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 31<sup>st</sup> of each year which lists the existing general licensees who hold a Certificate of Registration due for inspection during the next calendar 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 continue to provide an effective low level radioactive waste regulatory program.

**Inspections and Compliance** - perform all radiation safety and Generator Site Access (GSA) program 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:**

- Continue routine oversight at Energy Solutions through modular inspection program, including conducting all radiation safety inspection modules (17 modules).
- Oversight of Energy Solutions' environmental monitoring program (sampling and analysis of environmental data) through review of quarterly environmental monitoring reports.
- Quarterly, or as needed, perform uranium mill and disposal facility inspections in accordance with DRC inspection policies and procedures.
- Develop additional modular inspections, as needed, to address new or additional radiation safety concerns or issues.
- Conduct closeout meeting with the permittee / licensee at completion of each inspection.
- Track progress of all inspections and compliance actions using the DRC Project Tracking System.

- Provide DRC management with written staff findings and related correspondence to permittee / licensee within 30-days of the closeout meeting held.
- Sample air, soil, vegetation, groundwater or surface water at Energy Solutions, as determined necessary.

**Licensing / Permitting** – review all license and GSA permit applications submitted to the DRC. When DRC resources are lacking, secure funding from the applicant to outsource license application review work to a 3<sup>rd</sup> 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, draft Statements of Basis or Safety Evaluation Reports, public comments, and Public Participation Summaries.
- 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.
- status of information regarding uranium mills is available to the public through the DEQ website.

Generator Site Access (GSA) Program Regarding EnergySolutions LLW Disposal Facility.

**Measures:**

- Continue with issuance of GSA permits.

- Conduct routine transportation inspection regarding incoming shipments at the EnergySolutions LLW Facility.
- Maintain and enhance the electronic inspection format.

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/Division 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:**

- Quarterly inspections are conducted by assigned staff 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.
- As needed, continue developing inspection modules for uranium mills in accordance with Inspection Program Policies and Procedures Manual.
- Prepare and complete inspection reports so that the 30 day time interval for completion of inspections is not exceeded.

Continue the Environmental Protection Agency Sponsored State Indoor Radon Grant (SIRG).

**Measures:**

- Annually develop and submit materials and budget proposals for the Performance Partnership Application (PPA) and Performance Partnership Grant (PPG) 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. Results will be made available on the DRC webpage. Updates to the web page will be performed annually.
- Apply for Utah Cancer Action Network (UCAN) grant
- Educate Realtors regarding the health risks associated with Indoor radon
- Work with home builders regarding the use and implementation of Radon Resistant New Construction techniques.

#### Maintain and 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. DRC forms for 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 and nitrate contamination plumes, including project-oversight, completion of the groundwater containment investigation (GWCI) report, require submittal of a groundwater correction action (GWCA) plan, and review quarterly monitoring reports.
- Continue inspection and enforcement activities at EnergySolutions to ensure resolution of temporary cover and monitoring requirements at the Class A Cell.

**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 3<sup>rd</sup> 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.
- 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.
- Complete modification of the Denison Mines groundwater permit to update groundwater background groundwater quality, groundwater protection levels, etc.

## 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. Review customer service feedback.
10. Seek 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 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 180 days or more are, automatically assigned to an inspector to be 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 FY2010 are sent by September 3, 2009, January 2, 2010, and May 1, 2010.
- Registration application forms and payments are processed so the majority of the work is completed by the 40<sup>th</sup> 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 80<sup>th</sup> 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 work 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, for public comment in September/October 2009.
- 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 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.
- Communicate with the Nuclear Regulatory Commission about rulemakings, as necessary.

**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.
- Summarize 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, 2010. 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, 2009, 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.

**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. Provide opportunities for training and professional development.
5. Employees will perceive the DRC as a desirable place to work.
6. The DRC is effective in recruiting and retaining quality employees.
7. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
8. Employee statements and actions reflect strategic and annual goals and DEQ policies and procedures.
9. Employee recognition programs are in place, utilized, and meet employee and management needs.
10. 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 efforts bythe Radiation Control Board to shape radiation control policy in the State of Utah.

**Measures:**

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

Enhance Policymakers’ (Legislature and other elected officials) understanding of environmental issues, and facilitate efforts by policymakers as to shape environmental policy.

**Measures:**

1. Legislators andother 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 2010 GOALS

May 28, 2009

#### 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 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 to staff and businesses that generate hazardous waste.
  - c. Continue working with 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 will be reviewed and processed within

established timeframes

- 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.
- f. Other recycling programs
  - i. Continue to be a member of the Recycling Coalition of Utah's E-scrap Committee and actively participate in development of e-scrap recycling recommendations for the State Legislature.
  - ii. Contribute to the drafting of the e-scrap recycling recommendations report, and assist with presentation of this report to the State Legislature's interim committee.
  - iii. Assist the Recycling Coalition of Utah with at least one e-scrap collection event.
  - iv. Participate in EPA Region 8's Western Region Electronics Stewardship Steering Committee activities.
  - v. Compile program information on recycling activities of cities and counties in Utah.

- vi. Continue membership and participation in the Recycling Coalition of Utah and Product Stewardship Institute conference calls and meeting.

## **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 20<sup>th</sup> 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 2011 planning process.

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

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

Provide oversight Post-Closure Permits.

- a. Meet all EPA permitting requirements.
- b. Ensure facility permit modification requests are evaluated and addressed within required regulatory time frames.
- c. Complete five-year reviews on Post-Closure Permits.
- d. Assist and provide oversight of facilities conducting closure/post-closure activities as they become necessary. Complete reviews of closure plans and closure certifications and issue closure verifications.

**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 will be reviewed 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.
- d. Complete five-year reviews.

**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).

- c. Closure Plans are well organized and reflect best practices for HWMU closure and meet the intent of the hazardous waste management rules.

**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 20<sup>th</sup> 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 2011 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. Review and provide comments on corrective action as required through permits or risk based corrective action.
- 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 over sighted by the HWF section or for non-TSD entities that have applied to the Department's Voluntary Cleanup Program that are being over sighted by the HWF section.
  - 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).

**4. COMPLIANCE AND ENFORCEMENT**

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

- a. Update inspection universe and develop inspection schedule for FY 2010 by September 30, 2009. The selected universe and schedule will incorporate, as appropriate, state, regional, and national priorities.
- b. Complete targeted inspections by September 30, 2010.
- c. Continue implementation of the small quantity generator compliance assistance program in FY 2010. 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, 2009, identifying the generator universe to be inspected during FY 2010. The LQG universe will be defined by the September 30, 2009, 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 2010 inspection schedule by September 30, 2009.
- b. Complete all inspections identified in the HWF inspection schedule by September 30, 2010.
- 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 2010 C/FF inspection schedule by September 30, 2009.
- b. Supply a copy of the FY 2010 inspection schedule to Section staff by October 10, 2009.

- c. Conduct all inspections as identified in the schedule by September 30, 2010.
- d. Complete inspection reports/enforcement actions in accordance with Division/Section inspection/enforcement strategy and policy.
- e. 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 2010, by September 30, 2009.
- d. Complete targeted inspections by September 30, 2010.
- 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 20<sup>th</sup> 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.
- c. Administer the distribution to and collection from TSDFs, LQGs, and other hazardous waste handlers required to prepare and submit the 2009 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.
- c. Complete 2009 hazardous waste (biennial) reporting activity and submit to EPA by established time frames.
- d. Data quality/verification and necessary edits performed on received reports (June 2010).
- e. A complete draft of Utah's biennial reporting information passing basic edits will be sent to EPA for review by August 31, 2010. EPA will review submittal and notify DSHW of any noted deficiencies.
- f. Any deficiencies identified by EPA will be corrected and final data will be submitted to EPA for development of the Final 2009 National Biennial Report.

**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:**

Maintain the RCRAInfo data management program for the Used Oil Section.

- a. Input RCRAInfo data by the 20th of each month.
- b. Evaluate the data in RCRAInfo to determine if it accurately represents the compliance/enforcement work completed.

**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.

- a. 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, 2009 and which require adoption by the Solid and Hazardous Waste Control Board.
  - b. Rulemaking process will be completed by June 30, 2010.
3. Submit updated authorization applications to EPA to maintain hazardous waste program authorization.
  - a. Authorization application for Addendum 14 will be submitted to EPA for review and comment by November 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 2010, 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 Management Section Annual Goal:**

- a. Provide a copy of goals to section staff for review and individual commitment. Complete all Department and Division goals that apply to the Hazardous Waste Management Facilities section.
- b. Adhere to the guidelines of the MOA, enforcement agreement, and Environmental Response Policy.
- c. Maintain coordination and communication with Local Health Department counterparts on administering program objectives. Strive to enhance the State/EPA partnership with a high level of coordination and communication counterparts on administering program objectives.

**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 to help 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, 2010.
- b. Any agreed upon changes to the three-year work plans will be completed by July 1, 2010.

**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, EPA, and others regarding EPA's Resource Conservation Challenge areas of focus such as recycling and beneficial use of waste materials.

**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 attends 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, budget, 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

### DIVISION OF WATER QUALITY FY 2010 GOALS

#### **Mission:**

*Protect, maintain and enhance the quality of Utah's surface water and groundwater to allow appropriate beneficial uses and protect public*

#### **General**

- Develop a strategic plan for increasing permit fees to better sustain the water quality program and enhance our ability to conduct the storm water program
- Institute the first leg of DWQ's plan to address employee salary compression
- Formulate a plan for the development of numeric criteria to control nutrient pollution
- Bring more accountability to non-point source polluters
- Improve DWQ's webpage and make it more user friendly
- Make major inroads into embracing electronic document management
- Make smooth transition to the new DEQ building
- Continue to foster the concept of "Team Water Quality"
- A personal meeting will be held between each new division employee and the division director
- Complete the assessment of all mechanical wastewater treatment plants in the state to assess the cost to address nutrient pollution

#### **UPDES Permitting Section**

- Revise the administrative rules that govern the AFO/CAFO program to be consistent with the Phase II AFO/CAFO Strategy and EPA Regulations
- Update/review the Enforcement Management System and penalty policy under the NPDES Program
- Post all existing NPDES permits on our webpage for reference by stakeholders
- Re-format the NPDES rules to separate storm water, POTW permitting, AFO/CAFO, biosolids and pretreatment

#### **Water Quality Management Section**

- Develop better linkages between chemical and biological assessments
- Revamp model and update assessments
- Consider breaks in biological beneficial use classes as first step toward TALU
- Develop better processes for UAAs & site-specific standards; develop internal and external training on the proper use of these tools
- Integration of Qual2k into WLA process and implications for monitoring requirements within UPDES permits
- Development of a more transparent WLA process
- Wetland assessment framework implementation

- Continued research: paleolimnology, development of a monitoring program, integration among other state/federal agencies
- Close out 4 back-year NPS grants

### **Monitoring Section**

- Complete 10-year Strategic Monitoring Plan
- Development of Annual Monitoring Guides
- Requires significant input from other sections
- Coordinate random and targeted data collection
- Improve UDOH/DEQ lab coordination
- New Database (WQX) setup and tools development
- Assist in the development of new assessment methods and monitoring
- Form a statewide monitoring council

### **Ground Water Section**

- Continue work with AGRC to develop a web application for the electronic submittal of inventory information
- Perform 7 ground water permit renewals and 6 new permits
- Complete the Panguitch Lake assessment with Garfield Co. Commission, SW Utah Public Health Department and the Upper Sevier Watershed Group
- Complete the Davis County Aquifer Classification
- Add aquifer classification maps, ground water recharge area maps, and ground water discharge permits to DEQ's interactive GIS map
- Initiate rulemaking on carbon capture and sequestration
- Issue UIC Class V Experimental Permit to Farnham Dome
- Continue populating UIC Geodatabase

### **UPDES Engineering Section**

- Develop mechanism to adequately respond to permit comments and appeals
- Form better Incident/Spill response program
- Finish development of the Reuse/Land application permitting program
- Develop optimum working procedures with WQS Section to develop Wasteload allocations
- Finish development of the NetDMR program and get the first two rounds of NetDMR permittees functioning

### **TMDL Section**

- Finalize TMDLs for Cutler Reservoir; East Canyon Creek and Reservoir; Echo Reservoir; Red Creek Reservoir; Nine Mile Reservoir; Willow Creek; and Pariette Draw
- Complete the work on the Emigration Creek TMDL
- Complete special studies on Utah Lake for TDS and dissolved oxygen/nutrient linkages
- Re-establish the local watershed coordinator position in the Upper Weber River watershed

- Collect all additional data needs for the Jordan River TMDL
- Focus 319 funds on TMDL implementation

**Engineering Section**

- Manage the Stimulus Funds

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## OFFICE OF PLANNING & PUBLIC AFFAIRS FY 2010 GOALS

### PPA MISSION:

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

### ENVIRONMENT

**GOAL #1:** Partner with the Department and Divisions in planning and policy initiatives.

### Planning Objectives:

1. Provide planning support for UDEQ initiatives and, on request, to statewide initiatives.

#### **Measures:**

- a. Process for completion of FY2010 PPA is successfully coordinated and final document is submitted to EPA.
- b. Process for completion of End-of-Year Report for FY 2009 PPA is coordinated with Divisions and is submitted to EPA.
- c. Process for completion of the three-year Local Health Department contracts is coordinated and the contracts are signed.
- d. As opportunities arise, UDEQ is represented in meetings and information is coordinated through appropriate Department channels.

2. Provide policy support for initiatives that are led or supported by UDEQ.

#### **Measures:**

- a. Assistance is provided in developing strategies to identify issues and encourage stakeholder participation. Informational and outreach support is provided.
- b. Assistance is provided with Environmental Council of States (ECOS) and other national, state, and local policy initiatives, as requested.

**GOAL #2:** Facilitate integration of Pollution Prevention initiatives in UDEQ and throughout the State.<sup>P2</sup>

**Pollution Prevention Objectives:**

1. Improve environmental performance through adoption of sustainable practices that can be encouraged through the use of Environmental Management Systems (EMS), showcased through Clean Utah and the P2 Association, and shared with others on UDEQ websites.

**Measures:**

- a. Number of new Clean Utah participants and advancements to Partner or Leader level.
  - b. Number of EMS audits completed.
  - c. Pollution reductions realized through these efforts in business, industry, or other UDEQ regulated entity.
  - d. Pollution reductions at UDEQ.
2. Improve environmental awareness through partnerships with the P2 program and other groups/agencies with similar goals and priorities.

**Measures:**

- a. Number of new and ongoing partnerships.
  - b. Number of participants in Utah P2 sponsored conferences and workshops.
  - c. Effectiveness of the workshops, measured by evaluation forms.
  - d. Number of P2 Association participants.
  - e. Number of P2 award nominations received for annual P2 award recognition program.
  - f. Number of presentations given.
  - g. Completion and distribution of EPA P2 measurement tool.
3. Encourage Pollution Prevention to Utah citizens through programs that target the reduction and proper disposal of special wastes that can cause human health concerns.

**Measures:**

- a. Amount of mercury collected and properly disposed.<sup>MERC</sup>
  - b. Amount of used oil collected and properly disposed.
4. Track P2 grant spending and complete midyear and annual grant objectives.

Measures:

- a. Grant objectives met.
- b. State budget review and planning completed.
- c. Positive feedback received from EPA and State grant/finance offices.

**GOAL #3: Promote a sustainable relationship between economic development and environmental protection by coordinating work with businesses and related organizations.**

**Business Assistance Objectives:**

1. Facilitate UDEQ cross-media business assistance.

**Measures:**

- a. Businesses making phone or e-mail contact to PPA receive informational assistance.
- b. Pre-design meetings are held.
- c. Cross-divisional, sector specific focus in outreach activities developed and implemented, as appropriate.
- d. Business assistance webpages are regularly updated.
- e. Opportunities are taken to encourage consistent business assistance policies within UDEQ.
- f. Regular coordination with other business assistance providers and professional associations.

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

**Measures:**

- a. Air Quality Small Business Compliance Panel remains active and quarterly meetings are held.
- b. Availability of ombudsman is promoted on website and as part of informational presentations, as appropriate.
- c. Issues brought to ombudsman are appropriately handled.

- d. Opportunities are taken to encourage small business considerations in UDEQ policy development.
- e. Small businesses receive assistance with UDEQ permitting process and other programs as needed.
- f. Annual EPA Small Business Assistance Program report is completed.

## **CUSTOMER SERVICE**

**GOAL #4:** Provide public information and participation opportunities.

### **Public Education Objectives:**

1. Link public education opportunities across divisions.

#### **Measures:**

- a. Education committee remains active and tri-annual planning meetings are held.
- b. 1-800 calls and DEQINFO e-mail inquiries to education initiatives.
- c. Number of participants reached through display events.
- d. Print and web-based education materials are current.
- e. UDEQ initiatives are incorporated into NEF Debate Program, UEHA, USEE, and other external initiatives.

2. Design and implement issue-specific campaigns to inform and involve the public.

#### **Measures**

- a. With DAQ, Choose Clean Air strategies are reviewed, adjusted and implemented each season.
- b. With workgroup, Mercury strategies are reviewed, adjusted, and implemented as needed.
- c. Children's Environmental Health outreach is supported and web information is kept current.

- d. With appropriate internal and external groups, new outreach projects that support the UDEQ mission are strategized and collaboratively implemented as opportunities arise and support is available.
3. Manage information dissemination on UDEQ webpages.

**Measures:**

- a. Number of web hits reviewed monthly to determine which pages are being visited.
- b. Coordination/assistance provided to divisions on best ways to use web to inform public of program or specific issue.
- c. Internal web workgroup meets on quarterly basis to ensure standardize pages and to suggest improvements/changes to web and web standards, as needed.
- d. Participation on technical committees using web to assist with public information/presentation aspects.
- e. PPA-managed pages are reviewed monthly to repair broken links and to ensure information is current and written clearly and concisely, using Associated Press style guidelines.

**Stakeholder Involvement Objectives:**

1. On request, prepare and implement stakeholder involvement plans for specific projects and programs.

**Measures:**

- a. Plans are developed and implemented in conjunction with program or project manager.
  - b. Key stakeholders are involved in the development of plans to ensure concerns are considered.
  - c. Dry runs are conducted prior to public meetings. Coaching is conducted, on request.
  - d. As appropriate, surveys or other feedback tools are used at the conclusion of project to gauge success.
2. Ensure Environmental Justice (EJ) issues are incorporated into community involvement plans.<sup>EJ</sup>

**Measures:**

- a. All segments of impacted community are considered in plan.
- b. Assistance is provided on EJ questions, as needed and in coordination with EPA.
- c. Grant information is provided to interested entities.

**Media Relations Objective:**

1. Assist PIO with UDEQ media relations.

**Measures:**

- a. PIO back-up is provided.
- b. UDEQ media policy is followed.
- c. Opportunities to inform public of issues or programs through the media are actively sought and story ideas forwarded to PIO.

**PARTNERSHIPS**

**GOAL #5:** Assist with ensuring effective delivery of environmental services through intergovernmental collaboration.

**Objective:**

1. Involve and/or inform appropriate agencies and/or levels of government when PPA has responsibility for, or is assisting with, project activities.

**Measures:**

- a. Interest is determined.
- b. Status reports provided.
- c. Involvement facilitated and feedback solicited.

**Local Health Liaison Objective:**

1. Facilitate strong relationship between UDEQ and the Local Health Departments.

**Measures:**

- a. Participation in CLEHA, Local Health Officers' Association, and Local Boards of Health meetings.
- b. Process for the three-year contracts is successfully coordinated and completed.
- c. Annual EOY reports are coordinated and completed.
- d. Partnership meetings are effective and issues raised are tracked and resolved.

## **EMPLOYEES**

**GOAL #6:** Promote excellence in customer service by encouraging and supporting employees.

### **Objective:**

1. Support UDEQ leadership development initiative.

#### **Measures:**

- a. Quarterly leadership-training classes are held.
- b. Follow-up activities in sections and branches are facilitated, as requested
- c. Individual employees are coached, as requested.
- d. Participation on Employee Development Committee.

2. Support UDEQ Innerweb and employee webcasts as a way to keep employees informed of events and issues that impact them.

#### **Measures:**

- a. Innerweb content is current.
- b. Web hits monitored and feedback sought to determine employee interest
- c. Support provided to Quality Council and other Employee webcasts

3. Encourage employee development, staff teamwork, and mutual support

#### **Measures:**

- a. PPA staff has valued added roles in department activities.

- b. Teamwork and individual efforts are recognized.
- c. Staff meetings are used to share project information, to encourage synergy and collaboration, and to problem-solve.
- d. Training is provided.
- e. Participation in professional organizations is encouraged.

**DEPARTMENT OF ENVIRONMENTAL QUALITY**  
**Office of Support Services**  
**FY 2009/2010 Goals**

**V. 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.
  - b. We will develop the OSS portion of the inner-web to provide information, policies, procedures and forms commonly used by the Department.
  
2. Finance
  - a. The Finance Section will continue to carefully review the LFA's fee document to eliminate errors.
  - b. The Finance Section will prepare various analyses of historical budget reductions, unfunded program requirements, costs per FTE charts and other analysis as needed.
  - c. The Finance Section will develop a schedule of significant budgeting due dates.
  - d. The Finance Section will continue to update the Travel Procedures and implement new processes to improve the Travel System.
  - e. The Finance Section will produce monthly reports and charts detailing travel workload and Department travel expenditures compared to budget/cap.
  - f. The Finance 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 Finance 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 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.
- i. The Finance Section will continue to closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings.
- j. 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.
- k. 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.
- l. 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.
- m. The Finance Section will continue to analyze usage of telephones (land & cell) and review and monitor employee reimbursements of telephones for personal use.
- n. 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 post audits.
  - 3. Noncompliance with timeliness of deposits of cash receipts.
  - 4. Adherence to State Finance closeout schedule.
  - 5. Number of transactions in FINET.
- o. The Finance Section will review and update contract general provisions.

p. The Finance Section will work with State Finance to increase the efficiency of transaction data entry into FINET

q. Finance Section will submit required reports on a timely basis.

3. 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. A yearly training will be held for the Emergency Evacuation Coordinators as well as a yearly email will be sent to all DEQ employees communicating the appropriate evacuation assembly areas and proper emergency evacuation protocols.

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.

d. General Services will represent DEQ interests in regard to the new Multi Agency State Office Building.

4. 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. Significant fluctuations will be investigated

- d. The Auditor will provide customer service and promote good relationships both inside and outside the department.
5. 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. OSS will research or investigate benefits and drawbacks for using DEQ Innerweb for reserving conference rooms and DEQ cars, as well as creating policies for these.
  - d. Secretary will distribute payroll, order supplies, take care of floor copy machine needs and bus passes for employees.
  - e. 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 and recycling needs.
  - f. OSS front receptionist desk will also facilitate DEQ employee name badges. This will include taking employees picture, processing name badge, documenting employee receiving badge and building.

**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/State regulations and policies and procedures.
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, LHD's and local governments are addressed and solutions to be 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.
3. Assist in the processing of annual contract and or amendment..

## **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 believes 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. 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.
- 4. The Office will encourage employees to be involved in leadership/committee opportunities.

# **FY2010 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.**

# **FY2010 DEQ IT Tactical Goals**

- ❖ **Continue to fully implement TEMPO into all three DAQ branches.**
- ❖ **Keep the EISM process on track and effectively utilized. Continue to develop/enhance EISM projects.**
- ❖ **Fully develop a mature Change Management Process.**
- ❖ **Continued development and support for the Electronic Document Management System (eDocs)**
- ❖ **Gain expertise in Windows Vista and SLED 10 for desktops**
- ❖ **Evaluate and gain expertise in Open Office**
- ❖ **Relocate DEQ datacenter to a centralized location without disrupting services or response time to DEQ.**
- ❖ **Continue to track desktop support calls and resolution time**
- ❖ **Implement more Linux based systems within the network.**
- ❖ **Expand mobile work capabilities.**
- ❖ **Create a Business resumption plan (CoOP) that is real and funded.**
- ❖ **Implement better disk storage management.**
- ❖ **Expand capabilities for application deployment, desktop patching and desktop monitoring and desktop imaging.**
- ❖ **Expand network Monitoring.**
- ❖ **Complete connectivity of additional data flows through the Node**
- ❖ **Continue to offer superior support to DEQ through DTS**