

**STATE OF UTAH**  
**DEPARTMENT OF ENVIRONMENTAL QUALITY**

**&**

**UNITED STATES**  
**ENVIRONMENTAL PROTECTION AGENCY**  
**REGION VIII**



**PERFORMANCE PARTNERSHIP AGREEMENT**  
**FY 2002**

**November 29, 2001**  
**FINAL**



**PERFORMANCE PARTNERSHIP AGREEMENT BETWEEN THE  
UTAH DEPARTMENT OF ENVIRONMENTAL QUALITY  
AND  
THE U.S. ENVIRONMENTAL PROTECTION AGENCY, REGION VIII  
FOR FISCAL YEAR 2002**

By entering into this agreement UDEQ and EPA agree to implementation of the goals and measures contained herein. The EPA commits to fund UDEQ in the amounts specified in the Performance Partnership Grant application subject to adjustments based on appropriations and EPA grant allocations. Should final appropriations be considerably less than these amounts, both parties may renegotiate the goals and measures outlined in the agreement.

This Agreement shall cover the period from October 1, 2001 and ending September 30, 2002.

**FOR THE STATE OF UTAH**

**BY:** \_\_\_\_\_  
Dianne R. Nielson, Ph.D. \_\_\_\_\_  
Executive Director Date  
Utah Department of Environmental Quality

**FOR THE ENVIRONMENTAL PROTECTION AGENCY, REGION VIII**

**BY:** \_\_\_\_\_  
Jack McGraw \_\_\_\_\_  
Acting Regional Administrator Date  
U.S. EPA, Region VIII



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# **Chapter I**

## **How We Do Business**





# **How We Do Business**

## **The Partnership Concept**

The State of Utah, Department of Environmental Quality (UDEQ), U.S. Environmental Protection Agency (EPA) Region VIII and Utah's local health departments (LHDs) continue to discuss roles and responsibilities for delivering Utah's environmental services. Issues surrounding accountability of one level of government to another have been at the heart of many debates. A three-way partnership among EPA, UDEQ and LHDs was conceived to resolve accountability issues and delineate environmental program responsibilities. In 1996, such a partnership was piloted with the Southwest Utah Public Health Department. This pilot now serves as a guide for a partnership in the Uintah Basin. Similar partnership initiatives will eventually be implemented in each of the 12 local health districts.

The partnership concept recognizes that each partner brings unique experience, capabilities, knowledge and resources to the table and that environmental issues can be effectively addressed by maximizing these assets. UDEQ and EPA recognize the unique opportunity for three levels of government to address common goals with a common vision without one level of government assuming an oversight role. Each partner participates with joint responsibility, which necessitates a new way of thinking and a commitment to each partner's success. UDEQ, EPA and representatives of Utah's LHDs jointly developed the following vision statement, values and operating principles which serve as the basis for doing business through this partnership.

## **Partnership/Vision Statement**

The Environmental Protection Agency, Department of Environmental Quality, and the Local Health Departments work together to solve environmental problems.

## **Shared Values**

- \* We focus our activities at the local level.
- \* We solve or prevent problems by using each agency's resources and authority.
- \* We take risks, build trust, and listen to community needs.
- \* Personal leadership, team work and follow-through will assure success.

## **Operating Principles**

- \* Recognize issues and conflicts as opportunities to build relationships.
- \* Focus on results instead of on a “set” process.
- \* Know and respect your audience. Keep the message SIMPLE.
- \* Recognize and understand the strengths and limits, the abilities and resources of the people with whom we work.
- \* EMPATHIZE. Seek to understand before you are understood.
- \* LISTEN, LEARN, ASK. What would you have us do?
- \* Be creative in finding cost-effective, timely, workable solutions.
- \* Fix the problem, not the blame.
- \* Involve others to solve problems.
- \* Partners share information, support, and accountability.
- \* FOLLOW UP! FOLLOW THROUGH!
- \* Recognize the needs of the people and the environment of Utah.

## **Partnership Development: Joint Goals and Priorities For Fiscal Year 2002**

UDEQ and EPA have entered into the National Environmental Performance Partnership System (NEPPS) with the primary goal of delivering environmental services efficiently and effectively at the local level. The UDEQ, EPA, LHD partnership outlined above is one avenue undertaken to reach this goal. In addition to community-based partnership, UDEQ and EPA have committed to reinforce the NEPPS system through joint strategic planning. As such, UDEQ and EPA have evolved the midyear from a meeting wherein the status of programs were evaluated to a meeting where both parties discuss agency strategic goals and then determine joint priorities. This approach enables both agencies to develop a better understanding of the other's unique needs and to focus jointly on cross cutting environmental priorities and to protect and improve the air, land and water of Utah.

Due in part to the change in administration, there was not a mid-year meeting held in 2001. Consequently no DEQ/EPA joint issues have been formally developed as yet in FY 2002. Informal discussions amongst senior management have occurred around the following issues:

### **DEQ/EPA Joint Issues for FY 2002**

- Brownfields
- Climate protection/energy programs
- Wastewater infrastructure
- Greater program efficiencies
- Innovative approaches to generate more significant program results
- Underfunded priorities identified
- People and growth issues

## **Chapter II**

### **Role of the EPA**



## **EPA Role in the Performance Partnership Agreement**

There continues to be significant national debate concerning the appropriate roles of the federal government and states regarding implementation of federal statutes and regulations. This debate may ultimately have substantial impact on the respective roles of the state and EPA in the implementation of environmental programs to protect human health and the environment. At present, EPA Region VIII has identified ten principles which govern EPA's role in regard to State/EPA Performance Partnerships. These principles will serve as guidelines for determining the nature and extent of federal activity in the Utah/EPA Performance Partnership for FY 2002.

### 1. Minimum National Environmental Standards

For many environmental programs, Congress and EPA have established minimum national standards to protect human health and the environment. These standards are applied uniformly to all states. In this partnership, EPA has the responsibility to assure that these standards are established and maintained based on health risk evaluations and other criteria established by Congress. Appropriate federal activity is warranted to monitor consistency, national trends and improvements.

### 2. Federal Lead Programs and Activities

In some cases, implementation of environmental programs is primarily a federal responsibility (e.g., non-delegated programs, Indian Lands) and EPA has a primary role in addressing these issues. Even so, many of these activities assume effective operation of programs delegated to the states and need state support. An example is Emergency Planning and Community Right-to-Know, which is directly implemented by EPA but relies heavily on state generated information and data. The State/EPA partnership should allow EPA to carry out its direct federal responsibilities more effectively.

### 3. Equity

EPA will work with the state to assure that no regulated entity obtains an economic benefit from violating laws, standards, regulations, or from illegal pollution. This assures that there is no distinct economic advantage in one state over another at the expense of public health, safety or the environment. In addition, the State/EPA partnership will provide a mechanism to work closely with the regulated community to develop effective tools for minimizing the cost of compliance.

4. Timely and Appropriate Response

The State is responsible for assuring the timeliness and appropriateness of responses to violations of state and federal law in a federally delegated program when the state has primacy. When state responses are not timely and appropriate, EPA may assume a more active role by taking direct actions to assure compliance with the law.

5. Evaluation of Performance in Delegated Programs

In cases where EPA delegates implementation of an environmental program to the State, the State/EPA partnership must evaluate achievement of environmental program and fiscal goals and requirements. The ability to jointly evaluate these goals and requirements depends on an open relationship where both parties share information freely and work as partners to resolve issues. As such, the State and EPA will continually review program activities and fiscal performance against federal and state statutory, regulatory, and fiscal requirements and goals.

6. Development of National and State Program Capacity

EPA is responsible for determining the federal criteria for implementing environmental laws. The state will determine the program structure consistent with federal criteria. The goals of the State/EPA partnership is to assure that the state has the capacity to implement federal environmental programs. Where needs are identified, EPA will help states build capacity with financial and technical program assistance. The State/EPA partnership will continually evaluate program needs and determine how best to enhance state program capacity.

7. Research and Development

EPA develops standards from the results of research and development which have been undertaken or funded by the agency. Development and testing of innovative technologies, program and quality assurance methods, health and environmental risk assessments and similar initiatives are valuable components of national environmental programs and provide important information to both EPA and the State. EPA will continue to provide technical and financial support for research and applied technology evaluation.

8. Technical Assistance

Due to the variability of state needs relative to national standards, EPA may be able to provide technical assistance which may not otherwise be available to the state. EPA will assist the state when requested in areas such as interpretations of federal regulations, technical information from other states, technical reviews of design and operation of processes, researching data, conducting risk assessments and peer review and peer matching. For EPA activities that will not require a major commitment for federal resources, EPA

personnel will be available on an on-going basis. For activities that will require a major commitment of EPA resources, the partnership will define the State and EPA roles.

9. Financial Assistance

Most environmental programs included in the State/EPA partnership are partially funded by federal grants administered by EPA. Some of the major goals of state financial assistance included implementation of federal standards in state environmental programs, achievement of national environmental goals and priorities, and assistance in accomplishing state specific goals and priorities. Under the State/EPA partnership, EPA is providing states with increased flexibility in the use of federal funds in exchange for achieving agreed-upon environmental and program goals. This is particularly important in view of flat budget and under funded priorities. In all cases, State expenditure of federal grant funds and state cost shares must be consistent with the purposes and activities specified in the federal and state authorizing statutes and regulations and the commitments associated with the financial assistance.

10. Special Projects/Initiatives

The President, the Administrator of EPA and the State may identify special initiatives of projects which are a high priority. The State/EPA partnership will determine which of these initiatives will result in significant environmental benefits and develop program goals and activities and respective agency roles to implement these initiatives.





**Chapter III**

**Agreements  
and Initiatives**

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## Community-Based Environmental Protection (CBEP)

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UDEQ and EPA both recognize that community-based, cross media approaches to addressing environmental issues can be effective and provide for a comprehensive, localized, tailored approach to resolving environmental issues. UDEQ and EPA are committed to this approach as a way of conducting day to day activities.

UDEQ, EPA, and the Local Health Departments have undertaken a community-based partnership initiative, utilizing information generated from the first phase of the Department's environmental comparative risk project. This partnership initiative is focused regionally through the State's 12 local health departments and was piloted in 1996 with the Southwestern Utah Public Health Department. The partnership process included discussions with local officials regarding their identification and prioritization of environmental problems. Solutions were then developed by the partners and implemented.

This partnership approach focuses on bringing the three levels of government (federal, state, local) together to solve place-based environmental issues. The approach is consistent with and follows the performance partnership guidance to build upon a strategic planning process which reflects comparative risk results, public participation and engages local government jurisdictions in community-based environmental protection activities. This "Partnership for the Environment" approach has been operational for five years in the Southwest region and three years in the Uintah Basin. During FY 2002, UDEQ and EPA agree to sustain the partnership efforts on-going in these regions.

UDEQ and EPA agree to work together to further refine measures to better determine the success of community-based protection activities undertaken as part of the partnership. In addition to the partnership with local health departments, UDEQ and EPA are, or will be, jointly supporting community-based environmental protection efforts in:

Utah's ten watershed management units

Jordan River/Utah Lake, Bear River, Sevier River Weber River,  
Upper Green River, Beaver River Virgin River, Great Salt Lake  
Desert/Columbia River Southeast Colorado River, Western Colorado  
River

Grantsville

Lake Powell

Brownfields and voluntary clean up projects, as appropriate

SL County's continuing work on its Comparative Risk Project  
Nonpoint Source Pollution (NPS) with the Department of Agriculture

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### **Core-Performance Measures**

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This PPA includes the FY 2000 Core Performance Measures negotiated subsequent to the "Addendum To 1997 Joint Statement on Measuring Progress under the National Environmental Performance Partnership System: Clarifying the Use and Applicability of Core Performance Measures" signed by EPA and ECOS on April 22, 1999. CPM's are highlighted in the UDEQ Goals and Objectives section.

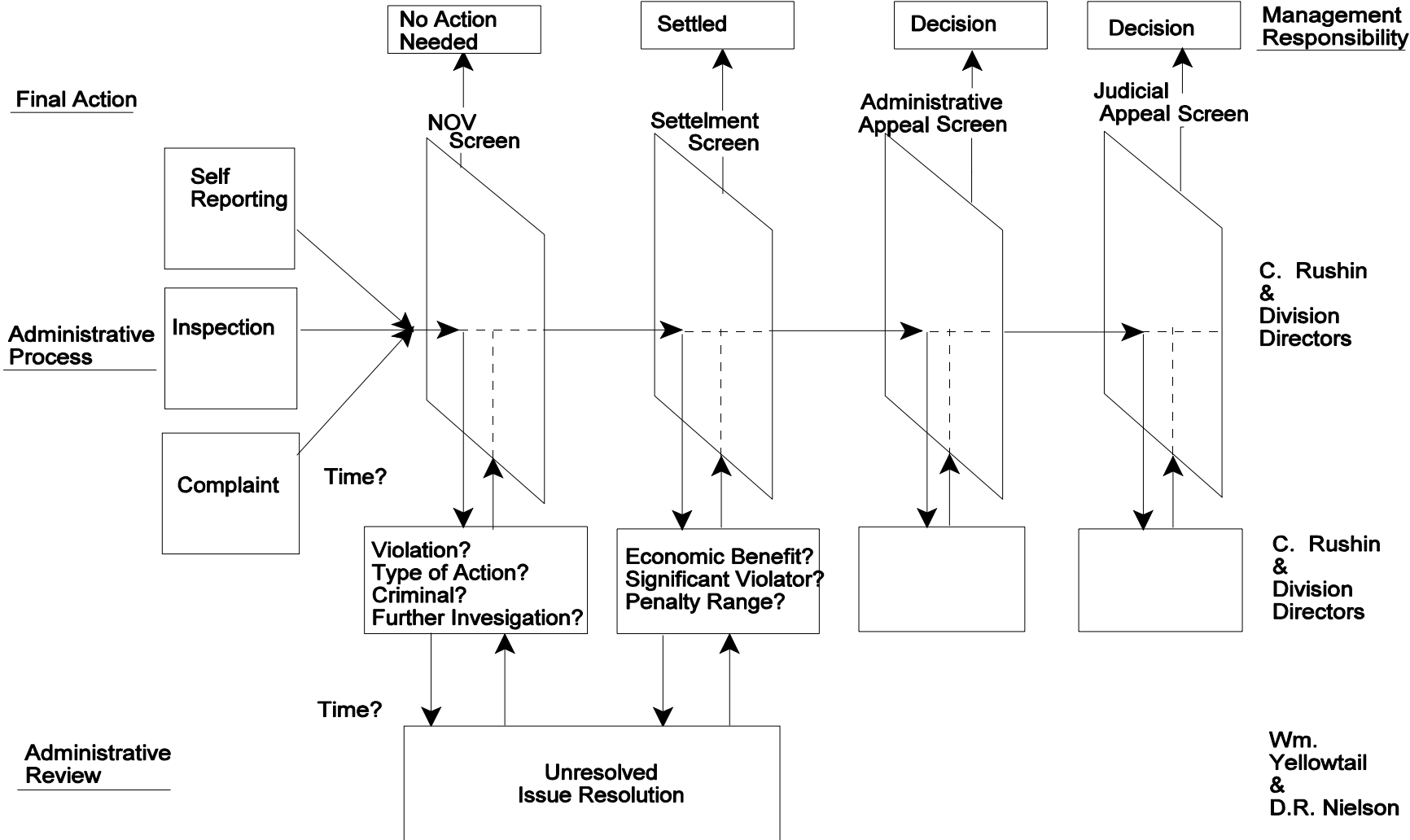
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### **Compliance/Enforcement Process**

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The diagram on page III-3 outlines the general compliance/enforcement process agreed to by UDEQ and EPA. More detailed compliance/enforcement diagrams have been prepared for the Air, Drinking Water, Solid and Hazardous Waste, UPDES and UST programs to address their specific regulatory requirements. These additional process diagrams are contained in Appendix C.

# COMPLIANCE/ENFORCEMENT PROCESS



5/14/1999

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## **Environmental Justice (EJ)**

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UDEQ and EPA agree that “Environmental Justice (EJ) means the fair treatment and meaningful involvement of people of all races, income, and cultures with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Fair treatment implies that no person or group of people should shoulder a disproportionate share of negative environmental impacts resulting from the execution of environmental programs.” UDEQ and EPA agree to conduct all of their base regulatory programs within the framework and spirit of this EJ principle. UDEQ and EPA agree to communicate about EJ issues, grant outreach, and Grantee activities in Utah and continue to assist, upon request, EJ grant funded activities in the state. Lastly, UDEQ and EPA agree to exchange information which, if appropriate, may give rise to opportunities for addressing additional EJ issues. EPA is prepared to offer EJ training to UDEQ for the purpose of increasing understanding and improving clarity about EJ concepts and application. UDEQ and EPA will discuss the applicability of this training to UDEQ programs.

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## **Implementation of Goals and Measures**

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By entering into this agreement, UDEQ and EPA agree to implementation of the goals and measures contained herein. The EPA commits to fund UDEQ in the amounts specified in the Performance Partnership Grant application. Should final appropriations be considerably less than these amounts both parties may renegotiate the goals and measures outlined in this agreement.

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## **One-Stop Reporting**

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The One-Stop-Reporting objectives are to streamline environmental reporting for the regulated community and provide regulators and the public with access to integrated environmental information. DEQ’s vision for this project is an integrated, seamless environment which provides regulated entities and the public with simple access to accurate information.

Although the original project period for this project was from March 10, 1997, to December 30, 1998, requested extensions have been granted based upon numerous activities being completed. The One Stop Reporting project has been integrated into the UDEQ Environmental Information Management Initiative (EIMI) which parallels and complements the State of Utah Electronic Products initiative. During State fiscal year 2002, the compliance and permitting aspects of the Common-Identifier Mechanism (CIM) will be enhanced to interface with the program databases to eliminate the dual entry of information that is currently required. Projects are also in progress to provide radioactive waste generator site access permits as well as Utah pollutant discharge elimination storm water permits via the web. These systems will allow web-enabled permit application, fee payment and permit issuance as a single, real-time, transaction executed via the Internet. DEQ and EPA continue to work closely in the development, implementation and evaluation of the project.

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### **Quality Assurance Program**

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UDEQ continues to operate an EPA approved Quality Assurance Program that meets or exceeds federal requirements for all programs and provides input into the regional/national databases. The quality assurance plans developed by UDEQ for the RCRA, CWA, CAA, delegated programs are incorporated into this agreement by reference and will be reviewed annually by UDEQ and updated with the technical assistance of EPA as appropriate.

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### **Supplemental Environmental Projects**

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EPA and UDEQ agree that Supplemental Environmental Projects (SEP's) can and should appropriately be used as a part of certain environmental compliance settlements.

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### **Training**

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UDEQ and EPA agree to jointly identify training opportunities to support the goals and objectives in this PPA.

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## **2002 Olympic Winter Games**

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UDEQ, EPA and the Local Health Departments agree to work in partnership to meet the environmental objectives of the Salt Lake Olympic Committee/Environmental Advisory Committee and to provide environmental services which meet the needs of athletes, Olympic family, visitors and residents of host communities. To this end, UDEQ, EPA, and Local Health Departments have formalized an interagency partnership through the creation of the Utah Environmental and Public Health Alliance (EPHA). EPHA has also solicited and received the partnership of the U.S. Department of Health and Human Services (HHS) to meet the environmental objectives for planning and implementation of the 2002 Olympic Winter Games. EPHA has received grant funding from EPA and HHS to hire a full time staff person to coordinate efforts in the planning process. Environmental planning areas which are being addressed include: drinking water, wastewater, air quality, solid waste, emergency response, and pollution prevention.

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## **Utah Base Program**

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The Utah Department of Environmental Quality (UDEQ) certifies that it has, maintains, and implements adequate programs in conformance with federal and state law and regulations and conditions set forth in authorizing documents (delegation, MOA's, enforcement agreements) for the following federal laws: the Clean Water Act (CWA); the Safe Drinking Water Act; the Resource Conservation and Recovery Act (RCRA); the Clean Air Act (CAA); the Pollution Prevention Act; the Toxic Substances Control Act; and the National Environmental Policy Act. This agreement is not intended to and does not supersede authorization/delegation packages or enforcement agreements.





# **Chapter IV**

## **UDEQ Goals and Objectives**

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**DEPARTMENT OF ENVIRONMENTAL QUALITY  
FY 2002 STRATEGIC AND ANNUAL GOALS**

**GUIDE TO ABBREVIATIONS  
(In Order of Appearance in Chapter IV)**

The following guide highlights the competitive grants awarded to the Utah Department of Environmental Quality (UDEQ) and other priority initiatives, which are included in the award in the Performance Partnership Grant. The abbreviations provide a guide demonstrating how these grants and initiatives have been incorporated into UDEQ's FY 2001 Strategic and Annual Goals found in Chapter IV of this document.

<u>Abbreviation</u>	<u>Competitive Grant</u>	<u>Page Location</u>
<b>ASB</b>	= Asbestos Program/Grant .....	8
<b>LD</b>	= State Lead Program .....	8
<b>MSOA</b>	= Mobile Source Outreach Assistance Grant .....	13
<b>P2</b>	= Pollution Prevention Program/Grant .....	1, 19, 38, 43, 91, 92, 93, 94, 95
<b>RAD</b>	= Radon Program/Grant .....	36
<b>SBA</b>	= Small Business Assistance Program/Partnership for Compliance Grant - Air Quality .....	10, 95, 96

<u>Abbreviation</u>	<u>Priority Initiative</u>	<u>Page Location</u>
<b>CBEP</b>	= Community-Based Environmental Protection .....	70, 72, 78, 90, 92
<b>SW</b>	= Southwest Partnership Initiative .....	78, 90
<b>UB</b>	= Uintah Basin .....	78, 91
<b>WTR</b>	= Watershed Management Program .....	58, 66, 67, 70, 71
<b>*CPM</b>	= Core Performance Measure .....	5, 6, 7, 8, 14, 19, 20, 26, 30, 34, 36, 37, 39, 40, 43, 64, 65, 66, 70, 71, 72, 73
<b>OLY</b>	= Olympics .....	15, 28, 59, 78, 93, 94
<b>OS</b>	= One-Stop Reporting .....	10
<b>EJ</b>	= Environmental Justice .....	43

\* Please reference CPM Guide in Appendix B page VII-1

**DEPARTMENT OF ENVIRONMENTAL QUALITY  
STRATEGIC GOALS  
March, 2001**

**ENVIRONMENT**

- P2** 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:**

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

Promote a sustainable relationship between economic development and environmental quality.

**Measures:**

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

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

**Measures:**

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

## **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.
- \* 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.

### **Measures:**

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

## **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:**

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

## **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.

### **Measures:**

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

## **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:**

- a. Employees' feedback and wellness survey.
- b. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
- c. Employees' statements and actions reflect strategic and annual goals and DE policies and procedures.
- d. Employee recognition programs are in place, utilized, and meet employee and management needs.
- e. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

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

Facilitate policy makers as proactive participants in shaping environmental policy.

**Measures:**

- a. Legislators, other elected officials, and Board members are apprised of important environmental policy issues.
- b. Relationships with policy makers are developed and understanding of environmental issues enhanced.
- c. Policy makers work with DEQ in development and implementation of environmental policy issues.
- d. Policy makers' trust in DEQ is developed and enhanced.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF AIR QUALITY FY 2002 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:

- CPM  
A1,P2  
CPM  
A2
- 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.
- CPM  
A7  
CPM  
A1
- f. Monitoring network collects appropriate and valid data.
- g. Appropriate emission inventories are completed and trends developed.
- h. Appropriate permits are issued in accordance with the Clean Air Act and State law requirements.

#### DIVISION ANNUAL GOALS

- CPM 1.  
A4, A6
- 1. Appropriate SIPs are developed and implemented in all areas of the state.

#### Measures:



- a. Issues surrounding the current SO<sub>2</sub> Maintenance Plan are resolved with EPA, and a revised plan is submitted to EPA for review and approval as necessary.
- b. A PM<sub>10</sub> SIP based on UAM-AERO is prepared and submitted to EPA for PM<sub>10</sub> modeling domain.
- c. A Natural Events Action Plan is prepared and submitted to EPA for review and approval.
- d. Rules incorporating the Aerospace RACT are developed and implemented.
- e. The Part D SIP requirements are completed for the Ogden PM<sub>10</sub> nonattainment area and submitted to EPA for review and approval.
- f. Monitor EPA's progress in reviewing the ozone data from the CY2000 smoke-event, and provide information as needed to assist with the data-flagging.
- g. Monitor progress with the development of the 8-hr ozone standard, and make recommendations as appropriate for the initial designations.
- h. Alternate contingency measures for the ozone maintenance plan (currently Stage II) are developed and submitted to EPA for review and approval.

CPM  
A7

- 2. Existing SIPs are implemented

**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. The implementation of the government agency Employer-based Trip Reduction Program required in the Ozone Maintenance Plan. Statistics are under review to determine the progress of individual agencies in meeting their six-year 20% drive-alone reduction goal. If appropriate, a revision in the program will be proposed.

CPM  
A1, A5

- 3. Appropriate Inventories are developed and improved.

**Measures:**

- a. The Title V-inventory is prepared by August 15.
- b. A HAP inventory is prepared by August 15.
- c. Non-HAP / non-criteria / non-MACT regulated pollutants are inventoried by August 15.

- d. The point source annual inventory is uploaded to EPA by June 28.
  - e. The inventory required for a regional haze SIP is developed as required.
4. PSD increment tracking continues to meet federal requirements.

**Measures:**

- a. Major Sources are tracked for increment consumption as permits are issued.
- b. PSD tracking will be addressed in the design of the NSR database permitting system that is under development.

- CPM 5.** Maintain an adequate ambient air quality monitoring program according to 40 CFR  
**A3, A4** part 58 to assess public exposure to air pollutants and to determine attainment status.

**Measures:**

- a. The annual Monitoring Network Review is completed and submitted to EPA by June 30.
- b. PM2.5 monitoring network is maintained and operated.
- c. Monitoring data are submitted to EPA 90 days after each quarter.
- d. Toxic air pollutants are monitored at Grantsville as determined necessary.
- e. Appropriate participation in the Improve Steering Committee and WRAP Monitoring Committee.
- f. Locations for new monitoring sites are based on current emission inventories and air quality modeling and EPA regulation.

- CPM 6.** Implement Urban Airshed Modeling for Utah County CO redesignation

**Measures:**

- a. Based on the outcome of negotiations between EPA and Utah County, begin a reanalysis of CO in the Provo/Orem area. Modeling protocol development for a UAM CO study to begin following completion of the PM10 Maintenance Plan.

- CPM 7.** Pro-active pollution reduction measures are reviewed and implemented as appropriate.  
**A2**

**Measures:**

- a. Pollution prevention measures are promoted during permit development where appropriate and feasible.

8. Maintain and assist the compliance status of air pollution sources in the State.

**Measures:**

- a. By November 15, prepare and submit the compliance monitoring strategy to EPA for review and approval by December 15.

**ASB**

- b. Asbestos notification, certification, and outreach programs are implemented, and at least 120 on-site inspections are performed.

**CPM  
A7**

- c. The work program for the AHERA Toxic Substances Compliance Monitoring Grant is implemented.

**LD**

- d. The work program for the State Lead Program Development Grant is implemented, and a program that meets State needs is developed in conjunction with other affected agencies.

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. Streamline permitting process by developing more permits by rule, general permits, and upgrading permitting forms.
  - e. Continue making improvement in the implementation of the de minimis rule and flexibility provisions.
  - f. Complete review of permitting process and document processes/procedures for redesign of the NSR database user-interface to support NSR permitting.
11. Continue issuing pollution control facility certifications for sales tax exemption

**Measure:**

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.
- b. Rules, regulations, procedures, policies, and protocols are complied with.
- c. Regulatory activities will be documented including the appropriate technical support.
- d. The State and EPA agree on the adequate quality of air program results.

## **II. DAQ STRATEGIC GOAL**

### **INVOLVE OTHERS IN THE PROCESS**

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

**Measures:**

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

## DIVISION ANNUAL GOALS

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

### Measures:

- a. Progress is made to develop provisions for external customers to comment on proposed rules, submit inventory data, and submit NOIs 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. The Mobile Sources Section will work with the web master to create a Mobile Sources web page.
- OS c. The Division web structure conforms to the Department's One-Stop Program allowing external and internal customers a single access point for environmental data.

2. Involve affected entities in the rule making, SIP development, and permitting process

### Measures:

- a. Partnerships include appropriate parties and the scope of the affected entities and their respective roles are clearly defined.
  - b. Meetings are held to address a variety of issues including environment, health, and economic concerns, statutory requirements and implementation.
  - c. PM10 SIP Stakeholder workgroups are supported during development of the revised PM10 SIP.
- SBA 3. The small business assistance program (SBAP) is maintained which actively assists small businesses to comply with rules of the Board.

### Measures:

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

- e. Assistance tracking is modified as appropriate to better provide and measure assistance needs.
4. DAQ internal communications will be improved.

**Measures:**

- a. Quality Council will be used to identify cross-cutting issues and establish appropriate workgroups to discuss those issues.
  - b. Performance plans will be prepared that include responsibility for involving internal customers in each employees work product.
  - c. Staff developing emissions inventories and approval orders will coordinate their work better to assure compatibility and reduce duplication of efforts.
  - d. Issuing Approval Orders and developing point-source emissions inventories and SIP Limits dealing with point sources will be coordinated.
5. Provide technical support and application development of Geographic Information Systems (GIS) technology.

**Measures:**

- a. Develop an operational AMC web-based visualization of air quality and meteorology data in conjunction with the a cooperative EMPACT grant.
- b. On-going development of visualization application(s) for UAM output.
- c. Continue support of modeling efforts with GIS application already developed, accommodating changes as needed by the modeling staff.

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

#### **PARTNER WITH OTHER IN-STATE 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. Partnership satisfaction and feedback.
- b. Appropriate areas of responsibility are defined for DAQ and local agencies.

- c. Recognition, discussion, prioritization, and resolution of applicable air quality issues occurs.

## **DIVISION ANNUAL GOALS**

- 1. Work 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. An emissions tracking system is developed to calculate air emissions from prescribed fires, managed natural fires, and wildfires.
  - b. Coordinated with partner agencies to maintain the Smoke Program Coordinator to make necessary burn approval or denial decisions.
- 2. Participate as appropriate in activities of other partner agencies.

### **Measures:**

- a. DAQ staff are involved in planning activities of UDOT and UTA.
  - b. DAQ staff works with the MPOs to acquire and analyze vehicle miles traveled (VMT) data for use in inventory work of the division.
  - c. Local health department staff are trained as requested in the siting and operations of monitoring equipment.
  - d. Training and other assistance will be provided to tribal air quality staff as requested and within available DAQ resources.
- 3. Actively participate in the work of local planning agencies and organizations.

### **Measures:**

- a. Participation in Clean Cities which promotes the use of alternate fuels and alternate-fueled vehicles for state/local governments. Advice will be provided on fuels issues to improve air quality in Utah.
- 4. Provide technical support to LHD vehicle emissions Inspection and Maintenance (I/M) programs.

### **Measures:**

- a. Work with the LHDs to quantify effectiveness of existing and proposed I/M programs in support of future SIP development.
- b. Provide technical assistance to LHD I/M program staff.

**MSOA 5.** The Division supports and contributes to the goals and objectives of the Center for Automotive Science and Technology at Weber State University.

**Measures:**

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

6. Work with EPA to complete federal actions on backlog of State submittals

**Measure:**

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

**IV. DAQ STRATEGIC GOAL**

**MAINTAIN DELEGATION OF FEDERAL PROGRAMS**

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

**Measures:**

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

**DIVISION ANNUAL GOALS**



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

**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.

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

A7

**Measures:**

- a. Quality assured ambient air pollution data will be submitted to AIRS no later than 90 days after each calendar quarter.
- b. Data precision and accuracy assessments will be submitted to AIRS no later than 90 days after each calendar quarter.
- c. As the federal database is revised and implemented, state capabilities to upload data are upgraded.
- d. The data base is monitored on an ongoing basis for accuracy and completeness.
- e. Data summary reports are printed for regulatory and public use as appropriate.

**V. DAQ STRATEGIC GOAL**

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

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

**Measures:**

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

**DIVISION ANNUAL GOALS**

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

**Measures:**

- a. The DAQ provides input into the work products of the WRAP, WESTAR, STAPPA, WGA, and FACA Mobile Source Committee.
- b. Where offered and appropriate, DAQ employees assume leadership roles in the activities of forums, teams, or committees of WRAP, WESTAR, and STAPPA.
- 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.

- OLY 2.** Actively participate in planning for the 2002 Winter Games.

**Measures:**

- a. Promote use of alternate fueled vehicles.
- b. Promote use of alternate transportation methods.
- c. Participate in the Department 2002 Winter Games Committee.
- d. Participate in the SLOC Transportation Committee.

**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 Spare-the-Air campaign is continued.
  - c. No-drive-days and no-burn-days are continued.
  - d. Information regarding alternate commute options is provided to appropriate agencies.
2. Respond to questions from the public regarding air quality issues

**Measure:**

- a. Respond to questions from the public regarding air quality issues in a timely manner.

**EPA's Portion of the PPA**

**Division of Air Quality**

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

**Planning Branch**

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

5. EPA Region VIII and UDAQ will work together to prioritize existing SIP submittals and on identifying upcoming SIP revisions. EPA Region VIII will keep UDAQ informed on the status of actions.

### **Permitting Branch**

Section I 10.g.

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

### **Compliance and Enforcement Activities**

EPA Region VIII, Office of Enforcement, Compliance and Environmental Justice and Utah Division of Air Quality will work to keep each other informed of important and potentially controversial activities involving regulated sources in Utah.

## **DIVISION OF DRINKING WATER FY 2002 GOALS**

### **MISSION STATEMENT:**

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

### **ENVIRONMENT**

#### **DEQ STRATEGIC GOAL:**

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

##### **Measures:**

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

Promote a sustainable relationship between economic development and environmental quality.

##### **Measures:**

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

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

##### **Measures:**

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

### **DDW STRATEGIC GOAL:**

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

#### **Measures:**

- a. Percentage of community water systems with approved ratings.
- b. Percentage of population served with approved ratings.
- c. Number of completed source protection plans implemented by drinking water systems.
- d. Percent of population and community water systems with ground water or surface water protection programs.
- e. Number of percentage of community water systems (and population served) with one or more violations of health-based requirements during the year, reported separately for violations of the SWTR, TCR, Nitrate, Lead and Copper Rule, and all other regulated contaminants.
- f. Percent of community and non-transient, non-community water systems (and population served) with lead levels in drinking water exceeding the action level in the Lead and Copper regulation.
- g. Number of unfiltered systems not in compliance with SWTR requirements and population served.

### **DDW ANNUAL GOALS:**

1. Implement future EPA Rules. When EPA proposes a rule, we will study its impact on Utah PWS's, prepare appropriate comments, and encourage the affected PWS's to comment. Finalize each rule by developing an appropriate State Rule, and implement it.

#### **Measures:**

- a. Write and adopt a state based Consumer Confidence Report Rule by August 31, 2001 and submit a primacy revision package to EPA by November 30, 2001.
- b. Assist water utilities in implementing EPA's UCMR.
- c. Write revisions to the Lead/Copper Rule by October 31, 2001 and submit a primacy extension package to EPA by October 31, 2001.

- d. Write and adopt a state based Public Notification Rule by October 31, 2001 and submit a primacy revision package to EPA by February 28, 2002.
  - e. Prepare a Governor's letter to EPA's Administrator on Utah's intent to implement a Multi Media Mitigation program.
  - f. Write and adopt a state based Radionuclide Rule by June 30, 2002 and submit a primacy revision package by August 31, 2002.
  - g. Write and adopt a state based Arsenic Rule by February 28, 2002 and submit a primacy revision package by September 30, 2002.
  - h. React to the following EPA rules: IESWTR, state 1 DBPR, Filter Backwash Recycling, LT1-ESWTR, and LT2-ESWTR.
  - i. CCR, L/C, D/DBP, IESWTR list violators: The 2002 Annual Goals include the provisions of the December 18, 2000, enforcement agreement between EPA and DDW. Further DDW will either submit a primacy package or an extension agreement on the CCR, L/C rules.
2. Work with the ITI consultants to enable receipt of an acceptable completed product of the Triton Database.

**Measures:**

- a. Between July 2001 and September 2001, thoroughly test the Triton database and compile needed fixes and furnish them to Tad Wimmer.

3. Utah will implement appropriate prevention and enforcement actions on SNC's.

**Measures:**

- a. Assign a staff member to each system on each quarterly SNC list.
- b. Follow-up on each system which is assigned in accordance with written policy within 3 months.
- c. Update SDWIS-FED as appropriate within 4 months of assignment.

4. Raise the number of certified Small System operators from 50% to 70%.

**Measures:**

- a. Offer additional certification exam at the summer conference of the Rural Water Association.

CPM  
E2, E4, E7

5. Improve the quantity and quality of sanitary surveys.

**Measures:**

- a. Enter sanitary survey deficiencies into database within 30 days of completion and/or receipt of the survey.
  - b. Measure to determine how many surveys have been completed by each local health group and inform them of what deficiencies the surveys may have.
  - c. Spot check the quality of all surveys and inform those that are not providing the appropriate data, what infractions they have, and how to fix them.
  - d. Meet with the Local Health Department's on an annual basis to review surveys.
  - e. Measure to determine if 250 surveys have been performed and data has been entered into the computer.
  - f. Perform assigned sanitary surveys.
  - g. Work with EPA to identify a better auditing and sample method.
  - h. SDWA TCR - conduct sanitary surveys/TA and SNC's: The Division of Drinking Water (DDW) will conduct sanitary surveys and provide technical assistance as it deems appropriate for systems identified as SNC's.
  - i. List surveys FY 02: DDW will provide EPA with two lists: a) a county listing of surveys in reverse date order for each county in the state, and b) a list by staff person, local health department or district engineer all the assigned surveys for FY 2002.
6. Participate in Water Rights Task Force.

**Measures:**

- a. Develop a problem statement and propose methods to obtain a solution to the water rights problems affecting Utah's drinking water systems and approvals for new systems. Organize a meeting(s) between the Division of Water Rights and Drinking Water to consider possible solutions.
7. The State will conduct a review of the records for all systems which have been determined to be potentially, or actually, under the influence of surface water to determine if the systems have complied with state requirements.

**Measures:**

- a. Review records of systems with ground water under the influence of surface water.



- b. Enter violators into SDWIS.
  - c. Report status to EPA.
  - d. Issue revised schedules and enforcement actions.
8. Violators of regulations will be identified and forwarded to EPA within 60 days. The State will issue NOV's for the above regulations within the timeframe agreed to with EPA.

**Measures:**

- a. No violations of the regulations will be identified by the State or EPA more than 60 days after the compliance date. NOV's will be issued to 100% of all new rule violators.
9. Provide better intersectional customer service relating to plan approval and operation permit issuance.

**Measures:**

- a. Verify with the Special Services Section of PER concurrence prior to granting plan approval of well drilling P&S or spring development P&S.
  - b. Verify with the Compliance Section of satisfactory chemical and bacteriological results prior to the issuance of an operating permit for a new source. The operating permit for a new source must include the monitoring schedule and rated firm or safe yield for the new source.
  - c. Verify that a new source has received an operating permit when changing the source status to "in use".
  - d. Incorporate the rated firm yield of all new sources into the new database, "Triton".
10. Upgrade the IPS to include engineering elements, treatment facilities, and other items not currently tracked. Make the IPS program applicable to financial assistance, capacity development and planning advance issues.

**Measures:**

- a. Identify the physical facility and surface water treatment elements that should be tracked in IPS.
- b. Identify the financial assistance elements that should be tracked in IPS.
- c. Identify the capacity development elements that should be tracked in IPS.

- d. Identify the planning advance issues that should be tracked in IPS.
  - e. Present identified elements to the task group or task group representative.
11. Improve sanitary surveys in the evaluation of water system demand, source capacity, and storage capacity.

**Measures:**

- a. Educate DDW, RWAU, and LHD's concerning information that can be obtained from Water Rights Home Page for municipal water systems (e.g., system population, water use, water production, water rights, etc.)
  - b. On individual sanitary surveys, encourage water systems (especially small) to record (computerize) flow records and water uses.
  - c. At trainings, illustrate how to use the Excel spreadsheet to estimate water demand.
12. Define DDW process, and database elements, to consistently track submittals related to a given project.

**Measures:**

- a. Review rules and interview staff to determine database needs.
  - b. Determine the feasibility/timeliness of revising Triton to fully reflect Division tracking needs.
  - c. Develop needed application(s).
13. Drought related issues.

**Measures:**

- a. Create a resource/publication list related to drought/water conservation. Include point of contact information for systems and agencies.
- b. React to requests for assistance related to drought. For example: Low pressure, insufficient fire storage, water use restrictions leading to cross-connections, bacteriologic contamination of the system. Kim Dyches assigns a staff member as needed and according to procedures in the emergency response plan.
- c. Expedite plan reviews for solutions to drought-related problems.
- d. Draft a Division policy on water conservation. Support local government and system efforts in water conservation.

14. Some systems, in particular Special Service Districts, are interested in enhancing their authority to protect drinking water sources. The Division should assist systems with this goal.

**Measures:**

- a. Revisit issue with ULCT (Dave Spatafore): are they still interested in this issue? If so, find out what assistance we can offer, if any.
- b. Revisit issue with Association of Special Service Districts (Jan Furner). As with ULCT, do they want to pursue statute changes or modifications? If so, how can we help?

15. DDW will support state/local fluoridation implementation.

**Measures:**

- a. DDW will nominate a representative and participate on the legislative task force.
- b. Establish a QAT if task force requires state implementation to develop state rules.
- c. Have draft fluoride rules ready for DWB review.
- d. DDW will carry out recommendations of task force and 2002 legislature with available resources and pending priorities.

16. DDW will enforce SNCs

- a. Negotiate target list 8/01: EPA will provide to DDW a clearly identified "Target List" sometime in August 2001. From this list DDW will develop a plan of action for each identified system on the list and then will discuss the plan of action with EPA.
- b. Target list: DDW commits to reduce the number of systems appearing on the Target List at the end of the 2002 federal fiscal year to ten or less, subject to the situation set forth in paragraph 16.d below.
- c. Annotate quarterly SNC list: DDW will annotate actions taken on systems appearing on the SNC list and provide copies of notes to EPA as part of the quarterly CAP meeting activities.
- d. SDWIS-FED duplicate entry problem: EPA agrees to accept responsibility for and to remedy all SDWIS-FED data uploads submitted by DDW that are not entered into SDWIS-FED and are not listed in the error reports. Further, EPA will not hold DDW responsible for SNC and Target List systems for which the condition describe in the preceding sentence applies.

17. Coordination between Utah and EPA on settlement agreements.

**Measure:**

DDW agrees to provide copies of all proposed penalty assessments to EPA prior to sending them to water systems. EPA agrees to provide DDW with feedback on all such assessments within 10 business days. Further, EPA agrees that failing to provide input within the 10 business days will be construed to mean EPA acceptance with DDW's proposal. Further, EPA forfeits the right to offer input or to over file if they fail to provide input within the 10 business days.

18. DDW will enforce GWUDISW non-compliance.
- a. Within 120 days from October 1, 2001, DDW will identify all water sources/water systems that are GWUDISW and negotiate bi-lateral compliance schedules.
  - b. Submit copies of all agreements to Region 8 EPA.
  - c. DDW will submit status reports to Region 8/SDWIS Fed on normal reporting dates (October 15, January 15, April 15, and July 15)

**CUSTOMER SERVICE**

**DEQ STRATEGIC GOAL:**

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

**Measures:**

- a. Make timely decisions.
- b. Improve coordination with internal and external customers.
- c. Provide effective communication, timely information and clear direction to customers.
- d. Encourage public involvement and informed decision-making.
- e. Involve customers in the rulemaking process.
- f. Work in partnership to solve problems.

**DDW STRATEGIC GOAL:**

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

**Measures:**

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

**DDW ANNUAL GOALS:**

- CPM  
W11
1. Help small water systems comply with treatment requirements by providing information on cost-effective treatment options.

**Measures:**

- a. Categorize and create homepage links to selected sites that address treatment alternatives for small water systems.
  - b. Obtain information from NSF on their Environmental Technical Verification (ETV).
  - c. Provide training at the Winter RWAU conference on the results of alternative treatment technologies (i.e., arsenic removal, membrane filtration, corrosion control, etc.)
  - d. Inform DDW staff, district engineers, RWAU staff, and LHD staff of sources of technology information (e.g., websites, vendors, literature, etc.) via the internet, e-mail, and personal contacts.
2. Actively seek feedback from our customers.

**Measures:**

- a. Actively seek feedback at the Rural Water Association and AWWA Intermountain Section conferences. This might include using survey forms, one-on-one interviews or focus groups.
  - b. Interview consulting engineers and geotechnical consultants to gain feedback.
  - c. Possibly include a survey form in the next mailing of Openline.
  - d. Report findings to the Division Director.
3. Support DEQ EIMI and promote Governor's goals of e-business.

**Measures:**

- a. Establish QAT to evaluate potential e-business applications.

- b. Have QAT make recommendations to managers.
- c. Managers to prioritize recommendations for accomplishment.
- d. With available resources, begin implementation of priority items.

## **PARTNERSHIP WITH ALL GOVERNMENT AGENCIES**

### **DEQ STRATEGIC GOAL:**

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

#### **Measures:**

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

### **DDW STRATEGIC GOAL:**

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

### **DDW ANNUAL GOALS:**

1. Provide training to Utah League of Cities and Towns, APA (a planners group), local governments and financial institutions on capacity development, zoning issues as related to source protection and issues related to non-community subdivisions.

#### **Measures:**

- a. Contact Utah League of Cities and Towns and American Planning Association, Utah Chapter and request a place on their conference agenda to discuss capacity development and source protection issues related to non-community subdivisions. Coordinate presentation development with presenters and organizations.

## **COORDINATION WITH LHD'S AND LOCAL GOVERNMENT**

### **DEQ STRATEGIC GOAL:**

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with Local Health Departments and Local Governments.

**Measures:**

- a. Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- b. The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between the Department of Environmental Quality (DEQ), local health departments and local governments.
- c. Focus on teamwork and partnership in identifying and resolving problems.
- d. Key problems identified by DEQ and LHD's and local governments are addressed and solutions developed and implemented.
- e. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.

**DDW STRATEGIC GOAL:**

Provide education, technical assistance and support amongst: local, state, federal, and private entities.

**Measures:**

- a. Attend and participate, when invited, at local government meetings.
- b. Positive program direction relating to local government.
- c. Assessment of Environmental Services Delivery Plan.
- d. Notify LHD's in advance of staff visits to LHD area of responsibility.

**DDW ANNUAL GOALS:**

- 1. Support local governments in implementation of fluoridation.

**Measures:**

- a. DDW will review and approve/disapprove all plans and specifications submitted by water systems in Davis and Salt Lake Counties.
- b. Participate on local fluoridation task forces establishing local rules and regulations.

- 2. Support local governments in ensuring public water systems provide safe drinking water during the Olympics.

OLY

**Measures:**

- a. Attend FBI's "Weapons of Mass Destruction" conference.
- b. Attend FEMA disaster recovery training.
- c. Provide training to Rural Water Association and AWWA Small Systems.



# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION UST BRANCH FY 2002 GOALS

- I. Contaminated LUST sites will be cleaned to levels that are protective of human health and the environment.

**Measures:**

- CPM  
H5
- a. Review and closeout 156 LUST sites between July 1, 2001 and June 30, 2002.
  - b. Develop project schedules for state lead sites. Proceed according to project schedules toward site cleanup and closure.
  - c. Increase the percent of confirmed LUST sites cleaned up and closed out.
  - d. Participate in national MTBE work group. Monitor impact of MTBE on groundwater in Utah.

- II. Prevent releases of hazardous and toxic substances into the environment

**Measures:**

- CPM  
H2,H5
- CPM  
H2
- CPM  
H2
- a. For all subgoals under this goal, update report on progress towards goal quarterly.
  - b. Conduct or insure completion of leak detection inspections at 80% of the facilities throughout the state by June 30, 2002.
  - c. 80% of inspected facilities in substantial compliance with leak detection requirements after inspection follow-up.
  - d. Identify facilities which remain in non-compliance with release detection requirements two months after the inspection date and initiate appropriate compliance actions.
  - e. Identify facilities that are in non-compliance with the permanent leak detection method phase-in requirement and ensure that an acceptable method of release detection in place.
  - f. 95% of operational facilities have current Certificate of Compliance by June 30, 2002.
  - g. Track effectiveness of various leak detection methods, including undetected releases, false alarms and inconclusive results.

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

**Measures:**

- a. Prioritize potential UST enforcement actions by July 31, 2001, and update priority list quarterly.
- b. By June 30, 2002, update Access database on all open sites to reflect the information in the project file.
- c. Complete bids and contracts for two pay-for-performance projects by June 30, 2002.
- d.. Support effort to draft legislation for 2002. Meet with stakeholder groups as required.
- e. Process claims through Executive Secretary signature within 30 days of receipt.
- f. To cost recover state money used to investigate, abate and /or cleanup LUST sites, where the RP is unknown, unwilling, and/or unable, increase the number of cost recovery actions initiated, funds recovered, and settlement agreements completed from the previous fiscal year.
- g. Process LOE Engineering contracts by October 31, 2001.
- h. By October 1, 2001, submit second USTfields grant proposal to EPA.

IV. Employees

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

**Measures:**

- a. Negotiate performance plans, consistent with strategic goals and objectives, with specific measurable performance criteria for all staff, by June 30, 2001.
- b. Conduct informal 1 on 1 performance evaluations quarterly for all staff to discuss status of assigned projects to provide feedback and direction. Formal review by June 30, 2002.

V. Implement measures to allow for employee development

**Measures:**

- a. Develop a training needs list by October 1, 2001.
- b. Recognize staff for specific exemplary performance in customer service, individual

task accomplishments, teamwork, and support for Department Mission, Vision, and Operating Principles.

- c. 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, 2002.

## VI. Customer service

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

### **Measures:**

- a. Publish bi-annual Newsletter by October 2001 and April 2002.
- b. Project manager visit small owner PST eligible sites within 30 days of receiving confirmation of release. Document visit and compile results. Report results quarterly.
- c. Each project manager will perform 12 site visits to LUST sites in order to provide customer assistance to owners.

## VII. Determine and evaluate budgetary requirements to manage a viable use program

### **Measure:**

- a. Complete budget for staffing, equipment, travel and organizational needs by 11/1/2001. Review budget status within 30 days after the end of each quarter.

## VIII. Enhance policy makers' (Legislature, other Elected Officials, and Boards) Understanding of Environmental Issues

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

### **Measures:**

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

## IX. Coordination with local health departments and local governments

1. Provide adequate oversight of local health departments.

### **Measures:**

- a. Review contract performance with LHDs by December 1, 2001 and May 15, 2002.
- b. Conduct semi-annual inspector training by December 31, 2001, and June 30, 2002.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF ENVIRONMENTAL RESPONSE AND REMEDIATION CERCLA BRANCH FY 2002 GOALS

CPM  
H4

- I. Maintain a partnership between Utah and EPA while implementing the Superfund program in Utah.

**Measures:**

- a. Participate in the biannual State Superfund conferences.
- b. Participate in bimonthly meetings approximately every 2 months to coordinate activities and discuss pertinent issues.
- c. Participate in monthly conference calls between directors of the State and EPA programs to coordinate activities and discuss pertinent issues.
- d. Jointly organize and attend the annual retreat between EPA and State.

CPM  
H6

- II. Continue to evaluate the groundwater solvent contamination problem in the Salt Lake City area and discuss potential solutions to the problems that are identified.

**Measures:**

- a. Continue to update the data base of known groundwater solvent contamination problems in Utah.
- b. Identify the best ways to address the problems that are identified.

- III. Apply the Operating Principles in all work activities.

**Measures:**

- a. Discuss the Operating Principles frequently during coordination meetings.
- b. Ensure all communications are consistent with the Operating Principles.

CPM  
H4

- IV. Coordinate proposal of Utah sites to the NPL.

**Measures:**

- a. Regularly discuss the status of sites that are under consideration for inclusion on the NPL.
  - b. Evaluate potential NPL sites during bimonthly coordination meetings.
  - c. Ensure thorough and comprehensive communication between the agencies for all sites that are under consideration for inclusion on the NPL.
  - d. Participate in the quarterly RAP meetings with Region VIII.
- V. Encourage redevelopment of Superfund and Brownfields sites in Utah.

**Measures:**

- a. Encourage communities in Utah to participate in the Brownfields program and conduct Targeted Brownfields Assessments as requested by interested and eligible communities.
  - b. Participate in monthly Brownfields managers teleconferences and meetings.
- VI. Enhance the Utah superfund Program, improve the State's and EPA's ability to conduct Superfund activities in Utah, and complete the EPA required accomplishments for FY2002.

**Measures:**

- a. Continue to implement the Utah Emergency Response Pilot Initiative.
- b. Continue to develop the Utah Voluntary Cleanup Program.
- c. Jointly develop and work to achieve the FY2002 Superfund Remedial Planned Accomplishments.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF RADIATION CONTROL STATE INDOOR RADON GRANT FY 2002 GOALS

### RC ANNUAL RADON GOAL:

RAD Continue the fundamental activities regarding the EPA Radon Grant.

#### Measures:

1. Promote New Home Construction with Radon Resistant Technology.
  - a. Promote and distribute information about radon resistant building technology to builders throughout the State. Attend the Utah Home Builders Conference in March 2002. Attendance includes an exhibitors booth and presentation.
  - b. Attend “radon resistant new construction” open house in May 2002 in Utah County. Handouts and architectural drawings will be available to the public.
  - c. Mail out EPA’s radon resistant construction brochure (#EPA 402F-98-001) to county building inspectors, or Engineers with cover letter to provide awareness regarding radon and encouraging radon resistant new home construction. Each county mail out will contain the cover letter, and 15 brochures to be made available to the public.
2. Support Disclosure, Testing and Mitigation in Conjunction with Real Estate Transfers;
  - a. Training; conduct two courses, “Radon for the Real Estate Professional”, put on by the Western Regional Radon Training Center (WRRTC), or other organization approved by the Department of Commerce, Division of Real Estate. 2nd or 3rd calender quarter, 2001. One course will be held in Salt Lake City and the other in the Provo/Orem area. The courses will be scheduled for the 4<sup>th</sup> quarter, 2001 and 2nd calender quarter, 2002.
3. Develop coalitions with Local Governments, partner affiliates and other radon risk reduction leaders;
  - a. Continue working with the 9 Local Health Districts who are conducting radon outreach activities. Outreach activities range from, providing information packets on radon, distributing radon test kits, conducting radon presentations, and testing radon levels in schools. The DRC will request an individual from

CPM  
A9

local health districts that receive pass through monies to attend a radon refresher training class.

- b. Conduct outreach activity with the Utah Safety Council promoting radon awareness and radon testing during the month of October 2002.
- c. Provide assistance and continue working with tribal organizations throughout Utah (specifically, the Piute tribe and the Shoshone tribe).

CPM  
A9, A10

- 4. Determine (track) and measure results with respect to awareness levels, testing frequency, mitigation, and radon resistant new construction;
  - a. Continue to inform the public about radon and the health hazard associated with exposure to elevated levels.
  - b. Provide educational opportunities to the general public, real estate professional, school administrators, and home builders.
  - c. Continue to track and distribute radon detectors and or literature to the citizens of Utah.
  - d. Track the number of homes tested for Radon, and number of mitigations performed by currently listed Radon Mitigation Providers in Utah. In addition, the DRC will attempt to track the number of homes built radon resistant based on information provided by local home builders.

- 5. Testing and where necessary, mitigating schools for radon and radon decay progeny.
  - a. Mail letter to school district administrators during the month of October, 2001, informing them of the health hazard associated with exposure to radon and promote radon testing in schools. Have radon test kits available to school districts that care to test for radon.

CPM  
W2

- 6. Continue to work with the Division of Drinking Water, regarding the Federal Safe Drinking Water Act, Radon in Water rule.
  - a. Contingent upon when EPA provides its guidance document to States and Public Water Systems regarding the requirements to the multimedia program, and in coordination with the Division of Drinking Water, develop a multimedia mitigation program that is based on this guidance document for the State of Utah.
  - b. Continue to encourage both Public Water Systems and Private systems to test their water for radon.



**DEPARTMENT OF ENVIRONMENTAL QUALITY  
DIVISION OF SOLID AND HAZARDOUS WASTE  
RCRA PROGRAM - PERFORMANCE PARTNERSHIP  
FY 2002 GOALS**

**ENVIRONMENT**

**DSHW STRATEGIC GOAL:**

Protect human health and safeguard the environment by assuring the safe management and proper handling, transportation, treatment, storage and disposal of solid and hazardous wastes, including used oil. Assist the department in promoting waste minimization and pollution prevention as the preferred waste management strategy.

**Measures:**

- P2
- a. Provide pollution prevention and waste minimization assistance. Jointly evaluate the currently available hazardous waste generation data, including the state hazardous waste minimization profile compiled by EPA Region 8, to identify opportunities to improve utilization of this information and achieve greater results in waste minimization activities.
  - b. Provide timely and effective enforcement/permitting response based upon a balance of priorities and available resources.
  - c. Provide for innovative solutions to solid and hazardous waste stabilization and cleanup activities (non-superfund sites) in order to focus on results and the potential for redevelopment of remediated sites. Foster voluntary cleanup actions where appropriate. Promote an open dialogue among cleanup action stakeholders, including public/community interest.

**DSHW ANNUAL GOALS:**

P2

**1. WASTE MINIMIZATION**

Implement and support waste minimization and pollution prevention of hazardous waste generation.

**Measures:**

- a. Continue Division pollution prevention policy implementation. Provide pollution prevention (P2) information and technical assistance, via fact sheets, newsletters, and electronic media, to staff, the general public, and businesses that generate hazardous waste. Help maintain and supply the division and department P2 library, as necessary, with resources regarding P2, waste minimization, source reduction and recycling.

- b. Identify and evaluate supplemental environmental projects that are a part of a compliance action and the SQG compliance assistance program to determine their contribution to waste minimization and pollution prevention. These evaluations will consist of staff and/or facility contact to note areas of progress and areas of concern. Supplemental environmental projects contributing to waste minimization/pollution prevention will be reported to EPA.
- c. Review, comment on, and utilize state hazardous waste minimization 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 PBT chemicals in RCRA waste streams within the state. Maintain working relationship between DSHW and EPA hazardous waste minimization programs to assure that P2 resources are leveraged as appropriate to meet common goals. EPA and DSHW will look for opportunities to reflect how state actions support national goals.
- d. Identify and evaluate supplemental environmental projects that are a part of a compliance action and the SQG compliance assistance program to determine their contribution to waste minimization and pollution prevention. These evaluations will consist of staff and/or facility contact to note areas of progress and areas of concern. Supplemental environmental projects contributing to waste minimization/pollution prevention will be reported to EPA.
- e. Track and evaluate the amount of used oil collected for recycling, particularly used oil collected from Do-it-yourselfers (DIYers).

## **2. PERMITS, CLOSURE, POST-CLOSURE**

Maintain effective solid and hazardous waste permitting and closure/post closure programs. DSHW and, as necessary, EPA will work together to achieve this goal; where DSHW and EPA priorities differ, appropriate discussions between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate.

EPA and DSHW continue to jointly recognize past efforts that resulted in the issuance of required closure/post closure and operating permit approvals for hazardous waste management facilities creating a necessary focus of ongoing maintenance of these program accomplishments. Permits have been issued for all commercial hazardous waste management facilities and all hazardous waste storage and land disposal facilities specifically resulting in 132 of the total 150 hazardous waste management units being permitted. The remaining units uniquely treat hazardous waste by open burning and/or detonation and are at various stages of the permitting process. (See additional explanatory text regarding these units under paragraph b., below.) Consequently, the following measures apply to FY 2002 performance activities.

**Measures:**

- a. Maintain accurate information of the universe and status of hazardous waste facilities subject to closure requirements, post-closure permits, and operating permits. Provide the preceding information through automated data systems (RCRAInfo) for all required data elements by the 15<sup>th</sup> of the month following the activity.
- b. Provide appropriate closure/post-closure and permit response as dictated by case-by-case specifics, regulatory/statutory requirements (including alternate mechanisms as allowed under the “Post-closure Rule” as adopted by DSHW) , 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. Targeted FY2002 program activities at specific facilities are identified in the attached table entitled “FY2002 Targets and Accomplishments for Utah.”

Many of the remaining hazardous waste management units requiring an operating permit are subject to the Subpart X requirements and standards for open burning/open detonation of explosive wastes. In the absence of national Subpart X guidance, DSHW moved forward and previously completed a Subpart X guidance document as a valuable resource and critical means to avoid continued delays in permitting these units. For FY 2002, DSHW will utilize the guidance document in order to continue to make progress toward completing the permitting process for these particular units.

- c. Conduct periodic analysis of effectiveness of closure/post-closure and permitting activities utilizing program tracking information (such as the attached table, RCRAInfo, and DSHW databases) and conducting briefings with staff for ongoing coordination. The table, federal and state data systems, and staff briefings will help to identify areas of progress and areas of concern. The tracking table will be shared with EPA. Updates to future strategies for accomplishing such activities will be made, as necessary, as part of the FY2003 planning process.
- d. EPA will provide assistance, as requested by DSHW, regarding the application of MACT standards for hazardous waste combustion facilities.

**3. CORRECTIVE ACTION**

Maintain effective corrective action program, including stabilization of environmental releases and clean up of contaminated hazardous waste sites. DSHW and EPA will work together to achieve this goal; where DSHW and EPA priorities differ, appropriate discussions

CPM  
H3, 6, 7

between both agencies will be conducted to reconcile such differences. EPA will provide technical assistance, training, and other support where appropriate.

**Measures:**

- a. Maintain and update, as necessary, facility specific corrective action information 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 and DSHW databases) with a focus on key milestones as identified in the following paragraphs. For RCRAInfo, all required data elements will be entered by the 15<sup>th</sup> of the month following the activity in order to maintain the usefulness and quality of the reported data.
- b. Provide appropriate corrective action response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities in order to address and control human exposures and the migration of contaminated ground water. 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). Targeted FY 2002 program activities at specific facilities are identified in Section C of the attached table entitled "FY 2002 Targets and Accomplishments for Utah."
- c. Provide appropriate stabilization response as dictated by case-by-case specifics, regulatory/statutory requirements, permit conditions, or program priorities. Emphasis is on high priority facilities. Appropriate measures may include stabilization measures evaluation (CA225), stabilization imposed (CA600), stabilization construction completed (CA650), and stabilization process complete (CA999/ST). Targeted FY 2002 program activities at specific facilities are identified in Section C of the attached table entitled "FY 2002 Targets and Accomplishments for Utah."
- d. Conduct periodic analysis of the effectiveness of corrective action activities and update, as necessary, future strategies for accomplishing such activities as part of the FY 2003 planning process. This analysis may include the following environmental indicators: the number and percentage of handlers subject to corrective action with (1) human exposures under control (CA725), and with (2) migration of contaminated groundwater under control (CA750). DSHW will prepare, complete, and submit to EPA Region 8 appropriate documentation of accomplishments of the above indicators.
- e. In coordination with EPA Region 8, DSHW will continue to evaluate annually and amend, as necessary, the facility-by-facility multi-year plan (up to FY 2005) of how and when the environmental indicators of paragraph d. will be achieved. Updated

projections will be submitted by October 1, 2001. Updates to future strategies for accomplishing such activities will be made, as necessary, as part of the FY 2003 planning process.

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

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

##### **Measures:**

- a. Update inspection universe and develop inspection schedule for FY 2002, by September 30, 2001. The selected universe and schedule will incorporate, as appropriate, state, regional, and national priorities. Any RCRA Section 6002 compliance evaluations by EPA may be conducted as part of regularly scheduled inspections of federal facilities in which EPA participates with DSHW and will be coordinated in advance with DSHW.
- b. Complete targeted inspections by September 30, 2002.
- c. Continue implementation of the small quantity generator compliance assistance program in FY 2002. Participate in joint state and federal industry sectors initiatives, including RCRA permit evaders.
- d. Provide facility specific compliance and enforcement information through the proper and timely entering of EPA and DSHW program data, including available data supporting the ECOS accountability measures (AM), into automated data systems (primarily through RCRAInfo) and ensure the quality of all reported data.
- 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. Apply, as appropriate, national or state compliance/enforcement performance measures methodologies and/or compliance rate determinations as a means to enhance the reporting of key program accomplishments.
- f. EPA Region 8 is continuing its 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; implementation for any sites in Utah will be coordinated with DSHW.

#### **5. TRAINING / TECHNICAL ASSISTANCE**

Continuously improve DSHW technical expertise in the RCRA program.

**Measures:**

- a. Provide specific technical training to new staff and provide refresher training, as needed, for staff in FY2002.
- b. Work with EPA to plan and provide training offered by EPA including corrective action, permitting, risk assessment, pollution prevention, and other related program functions.
- c. With EPA, jointly identify areas where technical assistance needs could be provided by EPA regional staff, EPA research labs, and contractors. DSHW and EPA staff will provide technical direction to the contractors.

**6. INFORMATION MANAGEMENT**

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

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

**7. ENVIRONMENTAL JUSTICE**

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

**Measures:**

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

**DSHW STRATEGIC GOAL:**

Balance economic factors with compliance and permitting actions.

**Measure:**

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

**DSHW ANNUAL GOAL:**

Consider economic factors in determining penalties for violations.

**Measures:**

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

**DSHW STRATEGIC GOAL:**

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

**Measures:**

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

**DSHW ANNUAL GOAL:**

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

**Measures:**

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

## **CUSTOMER SERVICE**

### **DSHW STRATEGIC GOAL:**

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

#### **Measures:**

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

### **DSHW ANNUAL GOALS:**

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

#### **Measures:**

- a. Permitting process will include regular contacts with applicant, local governments, other agencies, counties, and the impacted general public.
- b. The public will be involved as required by statute, regulation, or state public participation policies so that access to public records during public comment periods will allow appropriate time for public participation.
- c. Compliance and enforcement process will include regular meetings with affected parties prior to final determinations.
- d. Surveys will be provided to external customers involved in the permitting and/or inspection process(es) seeking specific feedback on process successes as well as process improvements. Surveys are voluntarily completed and returned to the Division for review, compilation, and follow up.
- e. Internal processes will be assessed to identify areas for improvement.
- f. Public information items, fact sheets regarding major permitting activities, and other important DSHW program activities will be available to the public via the Internet in order to enhance stakeholder support and awareness.



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

### **DSHW STRATEGIC GOAL:**

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

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

### **Measures:**

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

### **DSHW ANNUAL GOAL:**

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

### **Measures:**

- a. Program guidance/agreements: DSHW and EPA will jointly develop and maintain the MOA, the enforcement agreement, quality assurance plan for environmental data collection, and other operating guidance. In FY 2002, DSHW and EPA will review and revise, if necessary, the MOA.
- b. Strategic planning: the DSHW and EPA will jointly plan and prioritize program goals, objectives and activities which address joint priorities. DSHW and EPA will work together on PPA development, beginning of year plan (BYP) projections,

inspection strategies, planning meetings, program reviews, and national assessments of major program elements.

- i. DSHW will include in its ongoing program implementation activities, unpermitted waste handling and management operations that may present significant environmental concerns. DSHW will evaluate, where appropriate, the use of Supplemental Environmental Projects (SEPs) that reduce emissions or discharges associated with persistent bioaccumulative and toxic wastes and other priority chemicals being released. DSHW will also consider issuance of orders to address upsets and episodic releases or emissions in accordance with current state laws.
  - ii. Region 8 will draft a preliminary report summarizing previous years' sector efforts and identifying next steps for the selected industry sectors.
- c. Coordination of joint activities: DSHW and EPA will maintain a high level of coordination and cooperation between state and EPA staff to assure successful and effective administration of the program. Coordination includes evaluation of desirable technical support and targets for joint efforts/work sharing.
  - d. Program communication: maintain frequent/open communication on routine matters, changes in program capability, legislation, and resource levels, emergency situations, and other key activities as described in the MOA. EPA and DSHW will hold regular meetings or conduct conference calls, at least quarterly, to share information, identify and solve problems, and engage in short-term planning efforts.
  - e. Training and technical assistance: the DSHW and EPA will jointly identify state training and technical assistance needs. EPA will make training and technical assistance available to the state and will work towards improving the capability to provide high quality assistance.

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

### **DSHW STRATEGIC GOAL:**

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

#### **Measure:**

Updated program authorization is granted by the federal government.

### **DSHW ANNUAL GOALS:**

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

**Measures:**

- a. Identify new federal hazardous waste rules promulgated during cluster period ending June 30, 2001 and which require adoption by the Solid and Hazardous Waste Control Board.
  - b. Rulemaking process will be completed by August 2002.
2. Submit updated authorization applications to EPA to maintain hazardous waste program authorization.

**Measures:**

- a. Submit final authorization application for Addendum 10 by 10/15/2001.
  - b. Receive final authorization approval for Addendum 10 from EPA by 12/31/2001.
  - c. Receive comments on draft Addendum 11 application from EPA by 11/15/2001.
  - d. Submit final authorization application for Addendum 11 by 3/31/2002, depending on the need for rulemaking.
  - e. Draft authorization application for Addendum 12 will be submitted to EPA for review and comment by 12/2002, depending on the federal hazardous waste regulations required to be adopted.
  - f. Receive comments on draft Addendum 12 application from EPA by 9/2003.
  - g. Jointly review the current MOA and program description. Any necessary changes will be jointly agreed to and submitted in a revised document by 9/2002.
3. Review and evaluate EPA requirements for codification of Utah hazardous waste rules into Part 272 of 40 CFR.

**Measures:**

- a. Review comments from EPA to determine necessary changes to existing hazardous waste rules for final codification.
- b. Complete the necessary rulemaking associated with codification.

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

### **DSHW STRATEGIC GOAL:**

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

#### **Measures:**

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

### **DSHW ANNUAL GOALS:**

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

#### **Measures:**

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

#### **Measures:**

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

## **EMPLOYEES**

### **DSHW STRATEGIC GOAL:**

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

#### **Measures:**

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

### **DSHW ANNUAL GOALS:**

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

#### **Measures:**

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

#### **Measures:**

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

#### **Measures:**

- a. Appropriate Quality Action Teams and other problem-solving teams will be used.
- b. Input from staff will be solicited on issues affecting entire Division.

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

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

**Measures:**

- a. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
- b. Relationships with policy makers are developed and understanding of environmental issues enhanced.
- c. Policy makers work with DSHW in development and implementation of relevant waste management programs environmental policy issues.
- d. Policy makers' trust in DSHW is developed and enhanced.

**FY2002 Targets and Accomplishments for Utah**  
**Status updated as of: September 28, 2001**

Facility/Unit Name, Action Type	Target	Accomp	Comments
<b>A. CLOSURE AND POST-CLOSURE ACTIVITIES</b>			
<b>1. Closure Activities: FY02 Targets = <u>2</u> Plan Approvals (CL360) and <u>4</u> Verifications (CL380); potential targets:</b>			
<b>DUGWAY (UT)</b> CP Approval for 1/21 LDUs  CL Unit Priorities	X  X		5/21 LDUs already have CP approval and 7/20 TSUs already have CP approved DSHW/facility to determine remaining CL unit priorities Carryover from FY2001
<b>DYNO NOBEL SITE B (UT)</b> CL Certification & Verification for 1/1 TSU	X		GPRA OP Universe facility (formerly OP track). Clean closure projected, will constitute controls in place. Early in FY 2002, unless completed in FY 2001. Carryover from FY 2001.
ENGELHARD (UT) CP Approval for 1/1 TSU	X		Revised closure plan (Should be completed in FY 2001.)
SAFETY KLEEN - CLIVE (UT) CL Verification for 5/8 TSUs	X		8 TSUs and 1 CU now on CL track, EPA will change tracks in database. (Likely a carryover for FY 2002.)
<b>THIOKOL (UT)</b> CL Verification for 1/3 LDUs  CL Verification for 7/10 TSUs	X  X		GPRA PC Univ unit; other 2 units have controls. This will complete PC controls for this facility. FY2000 carryover Early in FY 2002, unless completed in FY 2001.) 3/10 TSUs have CL Verified; Carryover from FY2000 & 2001.
<b>2. Post-Closure Activities: PC Permit/PC200-240, PC Plan Approvals/PC360 or other PC care mechanisms) Universe: <u>17</u> LDFs; Completed by FY01: <u>11</u>; FY02 Targets: <u>3</u> issuances, approvals, orders, <u>1</u> Renewals; potential targets:</b>			
<b>ALLIANT TECHSYSTEMS - BACCHUS</b> 1/1 LDU GW, PC coverage assessment	X		Assess LDU GW contamination contribution; determine if PC controls needed; define PC/CA targets
<b>ENSIGN-BICKFORD (UT)</b> Assess PC care projections	X		Evaluate status of WP unit, assess use of sitewide CA for PC care; set priorities
GENEVA STEEL (UT) PC Renewal for 2/2 LDUs	X		Carryover from FY2000/2001. Draft permit renewal completed, pending review and comment from joint permittees. (Early in FY 2002.)
<b>RIVERSIDE INDUSTRIES INC</b> Assess existing PC control	X		Assess existing Consent Agreement regarding CC status. EPA to verify acceptability of risk-based closure approach. Carryover from FY 2000/2001.
<b>SYRO STEEL, (UT)</b> Assess PC care projections to achieve PC control	X		Assess use of either PC permit or CA order; set projections Carryover from FY 2001.
<b>THIOKOL (UT)</b> PC control (CC) for 1/3 LDUs	X		see CL verification above; CC for INDWSTWTRPNDCL9, other 2 LDUs have approved controls. (SMUs under corrective action.)
<b>XTRON CORP. (UT)</b> Superfund referral/acceptance for 1/3 LDUs	X		EPA lead; unlikely in FY01

**FY2002 Targets and Accomplishments for Utah**  
**Status updated as of: September 28, 2001**

Facility/Unit Name, Action Type	Target	Accomp	Comments
<b>B. OPERATING PERMIT ACTIVITIES</b>			
<b>1. Operating Permit Renewals for LDUs</b> Universe: <u>2</u> LDFs; Completed by FY01: <u>2</u> ; FY02 Targets: <u>0</u> issuances, 1 <sup>st</sup> modifications; <u>1</u> Renewals; potential targets:			
ENVIROCARE OF UTAH Permit Renewal for 1 LDU	X		Carryover from FY 2001.
<b>2. Operating Permits/Renewals for TSUs</b> Universe: <u>19</u> TSFs; Completed by FY01: <u>10</u> ; FY02 Targets: <u>3</u> issuances, 1 <sup>st</sup> modifications; <u>3</u> Renewals; potential targets:			
<b>DCD TOCDF (UT)</b> Permit Renewal for 12/12 TSUs	X		Carryover from FY2000 and FY2001 (nearing completion)
<b>DCD CAMDS (UT)</b> Assess OP controls for DFS	X		
<b>DCD (UT)</b> Assess OP controls for OBOD	X		Determine substitute GPRA controls under agreement.
DYNO NOBEL SITE B PC Controls	X		
<b>DYNO NOBEL TOOELE TEST SITE (UT)</b> Assessment of OP/CL tracks	X		Evaluate closure status (CC or WIP); determine projections; review need for ongoing emergency permit
<b>ENSIGN-BICKFORD (UT)</b> Assessment of OP for 2 OBOD TSUs	X		Develop projection for both units.
ENVIROCARE OF UTAH (UT) OP Permit Renewal for 12/12 TSUs	X		Carryover from FY 2001. Draft renewal completed, undergoing internal review.
SAFETY KLEEN - PIONEER ROAD (UT) Permit Renewal for 2/2 TSUs	X		Carryover from FY 1999/2000/2001
<b>THIOKOL (UT)</b> Assessment of OP for 2 OBOD TSUs	X		Develop projection for both units.
<b>TOOELE ARMY DEPOT (UT)</b> OP Permit Issued for 1/7 TSUs	X		Subpart X - OB/OD; 6/7 TSUs already permitted Carryover from FY 2001



**FY2002 Targets and Accomplishments for Utah**  
**Status updated as of: September 28, 2001**

Facility/Unit Name, Action Type	Target	Accomp	Comments
<b>UTTR (UT)</b> OP Permit Issued for 1/1 TSU	X		Subpart X - OB/OD Carryover from FY 2000/2001 Early FY 2002
<b>3. Operating Permits/Renewals for CUs</b> <i>Universe: <u>4</u> CUs; Completed by FY01: <u>3</u>; FY02 Targets: <u>0</u> issuances, modifications;  potential targets:</i>			
DCD TOCDF Renewal for 4/4 CUs	X		Carryover from FY 2000/2001 (DUN never operated)
<b>C. CORRECTIVE ACTION ACTIVITIES</b>			
<b>1. Corrective Action Assessments (CA050, CA225, CA075)</b> <i>TSDFs Subject to CA: <u>0</u>; Number assessed by FY00 for CA 050: <u>0</u>, FY2001 Targets for CA050: <u>0</u>; Stabilization Assessments (CA225) by FY01: <u>   </u>, FY02 Targets for CA225: <u>6</u>; CA Rankings (CA075) by FY00: <u>   </u>, FY2001 Targets for CA075: <u>   </u>; potential targets:</i>			
ASHLAND (UT) Stabilization Assessment	X		Modification of CA225 = IN Carryover from FY 2001.
DYNO NOBEL SITE B (UT) Stabilization Assessment	X		Modification of CA225 = IN Carryover from FY 2001.
ENSIGN BICKFORD (UT) Stabilization Assessment	X		Modification of CA225 = IN Carryover from FY 1998/1999/2000/2001
REILLY INDUSTRIES (UT) Stabilization Assessment	X		Modification of CA225 = IN Carryover from FY 1998/1999/2000/2001
UTTR (UT) Stabilization Assessment	X		Modification of CA225 = IN Carryover from FY 2001.
<b>WESTINGHOUSE ELECTRIC (UT)</b> RFA and Stabilization Assessment	X		Modification of CA225 = IN Carryover from FY 1998/1999/2000/2001
<b>2. RFI Imposition (CA100)</b> <i>High-Ranked TSDFs needing CA: <u>11</u>; Number with <math>\geq</math> CA100 by FY01: <u>10</u>; FY02 target: <u>1</u>; potential targets:</i>			
<b>WESTINGHOUSE (Western Zirc.)</b> RFI Imposed	X		Carryover from FY 2001
<b>3. RFI Approved (CA200), and RFI WP Approved (CA150); FY02 Targets: WP Approvals at <u>6</u> facilities (both non-CA Baseline facilities *) and RFI Approvals at <u>3</u> Facilities; Potential Targets:</b>			
ALLIANT TECHSYSTEMS - BACCHUS RFI workplan approval	X		High priority SMU group
DUGWAY NFA Group Approval (1/3 groups)	X		Carryover from FY 2001
ENGELHARD (UT) * RFI WP Approval (CA150) for 1 area	X		Workplan for east side. Carryover from FY 2000/2001

**FY2002 Targets and Accomplishments for Utah**  
**Status updated as of: September 28, 2001**

Facility/Unit Name, Action Type	Target	Accomp	Comments
ENSIGN-BICKFORD (UT) RFI approval	X		Approval of RFI final report.
DESERET CHEMICAL DEPOT (UT) RFI Approval (CA 200) for 1/5 areas	X		2 other areas already have CA200 completed. Carryover from FY 2001.
REILLY INDUSTRIES (UT) Make progress on RFI	X		
TOOELE ARMY DEPOT RFI approval	X		SMU 58 in FY 2002
<b>4. CMS Workplan Approval (CA300); FY02 Targets: <u>1</u>;</b>			
TOOELE ARMY DEPOT CMS approval for 1 area	X		2/7 completed CA process. Carryover from FY 2001
<b>5. Remedy Selection (CA400) FY02 Targets: <u>1</u>; Potential Target:</b>			
GENEVA STEEL (UT) Make progress on remedy selection	X		
TOOELE ARMY DEPOT Remedy Selection for 4/7 areas	X		1/7 completed CA process. Carryover from FY 2001.
<b>6. CMI Construction Complete (CA550); FY02 Targets: <u>2</u></b>			
DDHU-OGDEN CMI Constr Complete for 4 areas	Q4		Carryover from FY2000 - 4 areas completed. (Completion in FY 2001)
SYRO STEEL CMI completion	X		
<b>TOOELE ARMY DEPOT</b> CMI Constr Complete for 4 areas	Q4		Group B SWMUs in FY 2002. 1/8 areas has completed CA process.
<b>7. Stabilization Measures Imposed/Started (CA600); FY02 Targets: <u>0</u></b>			
None projected			
<b>8. Stabilization Construction Complete (CA650); FY02 Targets: <u>0</u></b>			
None Projected			
<b>9. Achievement of Current Human Risk Environmental Indicator (CA725) for GPRA Baseline Universe Universe: <u>11</u> ; Achieved by: FY01: <u>5</u> ; Targets for FY02: <u>1</u> ; potential facilities:</b>			
<b>DUGWAY</b>	X		Modeling information received from EPA. Carryover from FY 2001.
<b>10. Achievement of Ground Water Environmental Indicator (CA750) for GPRA Baseline Universe Facilities Universe: <u>11</u> ; Achieved by: FY01: <u>4</u> ; Targets for FY02: <u>1</u> ; potential facilities:</b>			
<b>ENSIGN-BICKFORD</b>	X		Carryover from FY 200.

*Facilities in Bold Italics are GPRA /BYP targets*

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## DIVISION OF WATER QUALITY FY 2002 GOALS

### MISSION STATEMENT:

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

1. Foster integrated information management and 24 hour service through the Internet.

### Measures:

- a. Develop a strategy for Division of Water Quality Website Management. (10/30/01) (Quality Council)
- b. Each Section to determine essential and desirable information to appear on the Division of Water Quality homepage and establish a strategy to achieve essential elements. (11/01/01)
- c. Develop a proposal for electronic stormwater permitting of construction sites (7/01/01) and establish an implementation plan. (10/30/01) (Gayle)
- d. Establish a plan to make the statistical functions of the "blue fish" for surface water data available to the public with the goal of completion by the end of FY 2002. (8/31/01) (Richard)
- e. Implement electronic reporting for ground water DMR's. (10/01/01) (Dennis)
- f. All facility information on the DEQ Permits/Enforcement tracking database is complete and status milestones are up to date. (Ongoing)

2. Implement Core Programs in an efficient and professional manner.

### Measures:

- a. Maintain high customer responsiveness as evidenced by submission of response tracking reports by the 10<sup>th</sup> of each month.
- b. Operate programs in a manner to facilitate customer satisfaction as evidenced by minimizing complaints, permit appeals, etc. and maximizing positive feedback. (Ongoing)
- c. Implement programs effectively in accordance with rules and statute to protect water quality. (Ongoing)
- d. Implement a streamlined one-stop energy permitting approach under coordination of DEQ. (Ongoing) (Dennis, Kiran, Gayle)

3. Plan and effectively implement phase II of the stormwater program.

**Measures:**

- a. Complete hiring for new position. (8/30/01)
  - b. Develop a detailed implementation plan with major milestones and dates. (9/30/01)
  - c. Propose a funding plan to maintain the new position with fees. (7/30/01)
  - d. Design construction site permit process flow diagram for IT to use in development of database. (8/10/01) (Gayle)
  - e. Implement an electronic permitting program for stormwater construction sites. (1/31/02)
4. Implement the Utah AFO/CAFO strategy.

**Measures:**

- a. Establish a milestone tracking system and report to partners and DWQ quarterly (7/31/01) (Mike)
  - b. Prepare a one page program summary for use by the Governor, Legislature, EPA and other states. (7/01/01) (Mike)
  - c. Issue all Permits for CAFO's identified in the assessment. (10/01/01) (Gayle)
  - d. Review the general CAFO permit for potential changes required by proposed CAFO rules. (01/15/02) (Gayle)
  - e. Publicize strategy accomplishments (Mike) (1/05/02) and (6/01/02)
  - f. Develop an implementation strategy with partners for CNMP/PNP certification or approval. (10/30/01) (Mike/Gayle)
5. Accomplish an effective program for completion and implementation of TMDLs.

**Measures:**

- a. Evaluate TMDL contracting procedures based upon past performance and customer feedback to identify improvement opportunities. (7/30/01) (Harry)
- b. Review TMDL progress to date and evaluate adequacy of resources to complete remaining TMDLs on time. (7/30/01)
- c. Based upon resource evaluations make recommendations to address resource shortfalls and accelerate the future pace of TMDL completions to include bundling of TMDLs, reducing the costs of some TMDLs by modifying the RFP or doing them in-house, changing contract procedures etc. (8/30/01) (Harry)

WTR

- d. Track and complete TMDLs according to schedule (Quarterly Report) (Harry)
  - e. Establish multisectional process to implement TMDLs under the lead of the watershed coordinator. (8/31/01) (Quality Council)
  - f. Watershed coordinators will monitor and manage implementation activities for completed TMDLs by establishing implementation milestones identifying milestone leaders and tracking their completion. Tracking reports will be submitted to Division of Water Quality managers on July 1 and January 1. (Harry)
  - g. Maintain sound fiscal management of contracts by tracking contract amount, expenditures to date and availability of funds to meet obligations via quarterly reports. (Ongoing) (Harry)
6. Manage Issues associated with the Circle Four Hog Farm.

**Measures:**

- a. Provide support to Beaver and Iron Counties in addressing odor control measures and public health concerns. (Ongoing) (Dennis)
  - b. Issue timely permits which are protective of ground water. (Ongoing) (Dennis)
  - c. Resolve non-compliance issues in an effective, reasonable and timely fashion. (Ongoing) (Dennis)
  - d. Evaluate new technologies as potential BAT. (Ongoing) (Dennis)(Kiran)
7. Effectively implement loan program changes to fund nonpoint source, stormwater and underground disposal systems.

**Measures:**

- a. Adoption of governing rules. (9/20/01) (Walt)
  - b. Implement effective operating procedures to administer loans. (Ongoing) (Walt)
  - c. Evaluate first round loans and make recommendations for changes in rules or operating procedures. (6/30/02) (Walt)
  - d. Provide status report of activities to the Water Quality Board. (October, January, April) (Walt)
8. Establish an effective biological monitoring program.

**Measures:**

- a. Develop a biological monitoring protocol in cooperation with the programs utilizing the data. (9/30/01) (Richard)

- b. Establish and implement storage file procedures for biological data. (10/30/01) (Richard)
- c. Determine sites for biological monitoring based upon expected data utilization and available resources. (7/30/01) (Richard, Harry, Tom)
- d. Prepare and distribute an assessment report for all biological monitoring on a project bases. (Annual) (Richard)
- e. Evaluate and make recommendations for future biological program needs in coordination with WQ and TMDL sections. (6/30/02) (Richard)

OLY

- 9. Participate in planning efforts to insure that water quality issues are properly addressed for the Olympics.

**Measures:**

- a. Continue to coordinate closely with SLOC planners to insure that all wastewater issues are properly managed. (Ongoing)(Kiran)
- b. Insure that POTW's are prepared and involved. (Ongoing)
- c. Communicate and coordinate with DEQ on Olympic issues and activities. (Ongoing)
- d. Continue to participate fully in the local health department alliance. (Ongoing)
- e. Develop an ambient monitoring plan for Wheeler Creek, East Canyon Creek, Silver Creek and any others considering such pollutants as bacteria, salt, oil-grease, sediment etc. (7/01/01) (Mike, Richard)
- f. Develop an inspection plan (including any needed monitoring) for POTW's receiving porta-potti waste (7/30/01) (Kiran)
- g. Review Division emergency response procedures for the Olympics. (1/15/02) (Gayle)
- h. Establish a plan to manage employee work schedules and location during the Olympics. (10/01/01) (Quality Council)

- 10. Improve and enhance Division of Water Quality employee resource issues:

**Measures:**

- a. Encourage use of incentive awards within our budget with quarterly status reports. (Ongoing) (Don)
- b. Identify key individuals for leadership training and experiences. (Ongoing)
- c. Promote accountability and rewards through the performance plan/evaluation system. (Ongoing)
- d. Evaluate potential of inter-division job shifts to expand experience and avoid burn-out. (11/01/01) (Quality Council)

- e. Participate fully in all DEQ employee training. (Ongoing)
11. Design and implement a successful program for certification of individuals who design, inspect, maintain or conduct percolation tests or soil tests for underground wastewater disposal systems.

**Measures:**

- a. Complete stakeholder involved rulemaking to establish certification rules. (8/30/01) (Jay)
  - b. Develop a detailed certification training program with Utah State University. (6/30/01) (Jay)
  - c. Notify all individuals of training availability and certification requirements. (7/31/01) (Jay)
  - d. Establish Certification administrative procedures including certificates, data base development, Internet access, local health department notification procedures, fees etc. (8/30/01) (Jay)
  - e. Report progress to the Water Quality Board. (January & July) (Jay)
12. Complete necessary rulemaking with effective stakeholder involvement.

**Measures:**

- a. SRF, NPS and Stormwater Loans (9/30/01) (Walt)
- b. SRF standard loan package. (9/30/01) (Walt)
- c. Ground Water rule update. (10/30/01) (Dennis)
- d. Wastewater operator certification. (1/31/02) (Walt)
- e. Water Quality Standards - Antidegradation. (1/31/02) (Jay)
- f. R317-1 FMFP housekeeping (1/31/02) (Walt)
- g. 317-3 Lagoon Design etc. (4/30/02) (Kiran)
- h. Underground System certification. (8/30/01) (Jay)
- i. Bypass rules. (8/30/01) (Fred)

# **UIC PERFORMANCE PARTNERSHIP GRANT AGREEMENT**

## **FY2002**

### **BASE (CORE) PROGRAM ACTIVITIES:**

The Utah Department of Environmental Quality, Division of Water Quality (DWQ), certifies that it has, maintains, and implements an adequate Underground Injection Control (UIC) Program in conformance with federal and state laws and regulations and conditions set forth in program authorization (delegation) documents.

As long as the DWQ maintains an adequate program, the Regional Administrator, Region VIII, United States Environmental Protection Agency (USEPA) and the Director, Division of Water Quality agree that this Agreement shall remain in effect, except as amended through mutual agreement.

Grant dollars awarded by the USEPA may be used by the DWQ to perform core program activities to adequately maintain its UIC program, even when these activities are not specifically defined by goals, measures, and/or reporting requirements.

The following Utah UIC Program reports to EPA will be included in the core program activities:

1. Significant Noncompliance Report (SNC) -- semi-annually (EPA form 7520-2B)
2. Exceptions Report -- quarterly (EPA form 7520-4)
3. Compliance Evaluation Report -- semi-annually (EPA form 7520-2A)
4. Permitting Report-- annually (EPA form 7520-1)
5. Inspections and Mechanical Integrity Testing Report -- semi-annually (EPA form 7520-3)
6. Updated UIC well inventory - annually.
7. Narrative of accomplishments for the year and Class V identification, activity, and closure- annually.
8. Number of Class IV/V wells brought under control through closure or permit - annually.
9. Number of injection wells abandoned or plugged and abandoned - semi-annually and annually.

USEPA agrees to provide the following support to the Utah UIC Program:

1. One annual midyear review of Utah UIC Program.
2. Technical training, as appropriate and as funds allow.
3. Seventy-five percent (maximum) of funds necessary to operate the core State UIC Program, assuming a federal budget funding level near or equal to the past three years. Should funding levels drop significantly, EPA will review core program elements and provide appropriate revisions.

### **GOALS**

1. To protect USDW's from contamination by maintaining and implementing an effective core DWQ UIC program.

#### **Measures**

- a. Evaluation of core program effectiveness, reported in the annual narrative program report to the Administrator. (Annually)



- b. Enforce the new Class V Rule regarding motor vehicle waste disposal wells and large capacity cesspools.
  - c. Report the number of underground injection wells tested for mechanical integrity to assure that the injection fluid stays within the well and within the injection zone, and the number that passed. (Semi-annually - EPA Form 7520-3)
  - d. Report the number of Class IV/V injection wells (by well type) brought under specific control through permits and closures. Provide narrative of other actions taken to identify Class V wells and to address potential endangerment from Class V wells. (Annually - narrative)
  - e. Report the number of abandoned or other wells plugged as a direct action by the UIC program or indirectly by another program working in partnership with UIC to protect USDW's. (Semi-annually and annually - narrative)
2. To reduce violations of state Ground Water Quality Standards through permitting, pollution prevention, compliance, and enforcement measures.

**Measures**

- a. Number of discharges by industrial Class V and other potentially endangering wells controlled by closure or permit. (Annually)
  - b. Utah UIC Program monitoring activities done according to the EPA-approved Quality Assurance Project Plan (QAPP) for DWQ. (Annually)
3. To encourage responsible environmental behavior and promote excellence in environmental quality through environmental education, community-based partnerships and qualitative and quantitative feedback from regulated and non-regulated customers.

**Measures**

- a. Number of presentations to schools, civil groups, etc. which include UIC concerns and opportunity for feedback. (Annually)
- b. List of those contacted regarding new Class V rule. (Annually)

**UPDES PERFORMANCE PARTNERSHIP GRANT AGREEMENT (PPGA)**  
**UTAH FY2002**

The Utah Department of Environmental Quality(DEQ) shall fully implement and enforce its delegated UPDES program (including, as appropriate, general permitting, pretreatment and biosolids programs) as required by 40 CFR Parts 122-124, 403, 501 and 503, its delegation MOA July 7, 1987, SEA, Inspection Plan, and any other agreements with EPA regarding program implementation. The PPA may specify goals and objectives for activities beyond the base level of performance, but, in no way, should this be interpreted as relief from full implementation of the base program.

The DEQ certifies that it has, maintains, and implements an adequate UPDES program, including pretreatment and biosolids in conformance with federal and state laws and regulations and conditions set forth in program authorization (delegation) documents.

As long as the DEQ maintains an adequate program, the EPA and the DEQ agree that this Agreement shall remain in effect, except as amended through mutual agreement.

Grant dollars awarded by the EPA may be used by the DWQ/PCS to perform core program activities to adequately maintain its UPDES program, even when these activities are not specifically defined by goals, measures, and/or reporting requirements.

**GOAL:**

Continue to fully implement the ongoing UPDES, pretreatment and biosolids management programs as per the foregoing “**BASE (CORE) PROGRAM ACTIVITIES**” and the annual FY’2002 Division of Water Quality, Goals and Objectives.

**UPDES Program Reporting Measures Tied To Core Program Activities:**

- CPM
- W8
1. Number and percent of facilities that have a discharge requiring an individual permit that:
    - (a) are covered by a current UPDES permit
    - (b) have expired permits
    - (c) have applied for, but have not yet been issued an individual permit
    - (d) have individual permits under administrative or judicial appeal
  2. Maintain no greater backlog than 10 % for major permits and 10 % for minor permits. If the number of expired permits in item 1b exceeds these maximums at any time, provide a report listing the permittees that have expired permits and an explanation of how the State will expeditiously address this backlog.
  3. Number of expired permits on 303(d) listed waters

- CPM  
W9
- CPM  
W11
4. Number of permits requiring modifications/reissuance to implement applicable wasteload allocations (WLAs) in approved TMDLs and number of permits that have been modified/issued to implement WLAs in approved TMDLs
  5. Number of storm water permits associated with industrial activity, number of construction permits for sites over five acres, and number of current individual or general UPDES permits that cover storm water discharges (including Municipal Phase I)
  6. Number and percent of approved pretreatment programs audited in the reporting year. Of those, the number of audits finding significant shortcomings and the number of local programs upgraded to achieve compliance.
  7. Implement the Utah AFO/CAFO Strategy for Animal Feeding Operations to the extent possible. Specific commitments include:
    - a. Issue NPDES permits for all newly assessed CAFOs over 1000 animal units within 180 days of receiving the assessment information and the NOI/application.
    - b. Issue NPDES permits within 180 days of receiving the NOI/application and/or take enforcement action within 2 calendar quarters of receiving verification/evidence of non-compliance in accordance with the Utah CAFO Enforcement and Compliance Strategy for operations less than 1000 animal units having unacceptable conditions.
    - c. Continue to include nutrient management requirements in all CAFO permits
    - d. Follow up with each CAFO as resources allow to assess progress being made on the development of their Comprehensive Nutrient Management Plan

**UTAH/UPDES/GOALS/OECA Language for FY 2002:**

1. Ensure maintenance of information management systems sufficient to plan, track, assess, and make adjustments to program activities.

**Measures:**

- a. PCS Data Entry Percentage Rate is at 95% or higher and includes permitting, compliance, and enforcement data required by the PCS Policy Statement. This can be measured by USEPA, as needed, for quality assurance purposes. UTDEQ addresses this in its Self Assessment.
  - b. Quarterly "reporting" and quality assurance of data for permitting, compliance (QNCRs), and enforcement activities from PCS
  - c. Make appropriate PCS data entries (including corrections) to ensure the QNCR reflects the correct status of enforcement actions
2. Non Major Facilities Compliance Report.

Continue to report non-major facilities compliance data the same as majors through the PCS data management system.

3. Coordinate inspection activities among programs and between the State and USEPA. Incorporate targeted USEPA national and regional priority sectors, as agreed upon between UTDEQ and USEPA. Include those sectors, as agreed upon, when planning IU inspections by UTDEQ or USEPA. Consider planning inspections to complement timing and focus on watershed efforts. Inspections will be made in accordance with the mutually agreed to annual inspection plan.

**Measures:**

- CPM  
E5
- a. Submit draft inspection plan for FY03 by June 1, 2003, and final inspection plan within 30 days of receiving EPA's formal comments on the draft plan
  - d. Track inspections (Ongoing)in PCS. (All 82 individual minor permittees are inspected once every 5 years)
4. Issue general and individual permits for industrial storm water, designated as per CWA §402(p)(2)(E).
  5. Sanitary Sewer Overflows (SSOs)

**Measures:**

- a. Conduct inspections of SSOs that create a significant threat to public health and the environment that are not otherwise resolved by the local health department.
  - b. Continue to inspect and inventory (ask questions of) permittees for SSO occurrences and resolutions.
  - c. Track SSO inspections under the appropriate codes in PCS.
  - d. Submit to EPA Region 8 an End Of Year Report that will include :
    - i. Number of UPDES inspections targeted to identify SSOs
    - ii. Number and type of formal and informal enforcement actions taken in response to SSOs
    - iii. An updated SSO inventory
    - iv. Number and percent of SSO inspections in priority watersheds including the name of the priority watershed
    - v. The percent of enforcement actions in priority watershed
  - e. The State in conjunction with local health departments and EPA will work together to address at least 20 % of the identified SSOs.
  - f. Utah will use its existing EMS to address SSOs until the EPA and Utah agree that changes are necessary and warranted in order to be consistent with the National EMS, and until such time as Utah can modify its EMS to incorporate SSOs.
- WTR

- g. Submit Utah's revised SSO response plan, based on EPA's comments on the plan submitted to EPA in 2001, that includes efforts to identify, inventory, and respond to SSOs in Utah, by March 30, 2002.

6. Storm Water

- a. Conduct at least 50 inspections of permitted and unpermitted facilities. In the Utah End-of-Year Report, include the number of storm water inspections actually conducted since these are not necessarily entered into PCS.
- b. Provide EPA with a copy of Utah's current storm water permit tracking system by December 31, 2002

WTR

7. Serve as a planning partner with the water quality/watershed planning staff to coordinate UPDES, pretreatment, and biosolids permits, program approvals, inspections, technical assistance visits, compliance assistance, and enforcement activities in the Watershed planning effort. Participate with the Water Quality Management Section on watershed management planning, development and use of environmental indicators, and on-the-ground projects. Measures include:

- a. Number and percent of permits, including general permits, that are issued and current, reported out by municipal majors, industrial majors, municipal minors, and industrial minors. Include assessment of the feasibility of issuing permits by watershed. If permits are issued on a watershed basis, the change in permit issuance schedules and approach to backlogs could be discussed at midyear.
- b. Degree to which UPDES activities are included in watershed management plans and compliance assistance efforts.

8. Assure consistent enforcement of WET requirements in permits.

**Measures:**

- a. Following EPA's review and comment, revise Utah's WET policy and guidelines in order to assure alignment with EPA's national WET policy and/or regulations. Target 120 days following receipt of EPA's final comments.
- b. Utah will enforce its UPDES permit WET limits and compliance schedule violations in accordance with the enforcement guidance contained in its February 15, 1991 "Permitting and Enforcement Guidance Document for Whole Effluent Toxicity Control," and any subsequent revisions.

9. Biosolids-Promote the beneficial use of biosolids

**Measures:**

- a. Continue to conduct Biosolids inspections. The goal will be to conduct inspections on 50 % of Utah's biosolids-only permittees annually. In the End-of-Year Report, include the number of Biosolids inspections actually conducted.

- b Reissue all 6 permits which will expire in FY2003
10. Enforcement Agreement.
- a Evaluate the need to revise/update Utah's State/EPA Enforcement Agreement Revise/update the State/EPA Enforcement Agreement as appropriate and warranted
11. Concentrated Animal Feeding Operations (CAFOs)
- a Submit the revised CAFO compliance and enforcement strategy by December 31, 2001, incorporating appropriate comments provided by EPA in 2001.
  - b Work to develop and maintain an inventory of all permitted and unpermitted CAFOs during FY2002 so that:
    - i All permitted and unpermitted high priority CAFOs (including those covered by groundwater permits) are identified and inspected during FY2002.
    - ii All other CAFOs are inspected by 2004. It is anticipated that a minimum of 20 CAFOs will be inspected during FY2002.
  - c Coordinate with the Region to ensure Regional accessibility to all of the information available to the State, including permit, inspection, and enforcement data.
  - d Include in the End-of-Year report for FY 2003:
    - i Total known number of CAFOs in Utah and of these, the number of permitted CAFOs
    - ii Total known number of CAFOs in priority areas and of these, the number permitted
    - iii Names and HUC codes for priority watersheds in the state
    - iv Percent of total known CAFOs in Utah inspected
    - v Percent of total known CAFOs in priority areas inspected
    - vi Number of enforcement actions taken against CAFOs, including:
      - Number of settlements
      - For each case, any penalty amount assessed and collected
12. Report to EPA in the End Of Year Report the number of the following types of inspections:
- a Majors
  - b Minors
  - c Storm water
  - d CAFOs
  - e Biosolids
  - f SSOs
  - g Pretreatment
  - h Inspections in each MOA Priority Sector

**FY 2002 UTAH GROUND WATER PROTECTION SECTION**  
**PERFORMANCE PARTNERSHIP AGREEMENT**

**GOALS**

1. Continue administration of a comprehensive ground water protection program according to priorities established in Utah Ground Water Protection Strategy and the annual FY 2002 Division of Water Quality/Goals and Objectives.

**Measures:**

- a. End-of-year report as required by 106 grant on achievement of FY 2001 DWQ/Ground Water Program Goals and Objectives - due 12/31/02.
- b. Statewide Permitting Program administered in accordance with strategy and state rules.
- c. Education efforts conducted to encourage awareness of ground water protection issues.
- d. Data collected in order to complete the ground water component of the 305b report utilizing appropriate measurement criteria. Report to be completed - 4/15/02.
- e. Continued efforts to encourage local governments to institute ground water protection measures.

**COMMUNITY-BASED/WATERSHED APPROACH TO  
WATER QUALITY MANAGEMENT  
FY-02 PERFORMANCE PARTNERSHIP AGREEMENT  
July 25, 2001**

**GOAL:**

**WTR** 1. Maintain strong State institutional capabilities to implement Watershed Approach and the Nonpoint Source Program:

- Continue active support of Partners for Conservation and Development (UPC&D)
- Utilize and enhance State GIS capabilities for watershed planning and implementation.
- Submit 319 mid-year and annual reports and maintain Nonpoint Source Grants Reporting and Tracking System (GRTS).
- Continue implementation of upgraded NPS Pollution Management Program Plan.

**Measures:**

- a. Base data layers for watershed management unit status reports and TMDL plans including maps of 303(d) waters and other environmental features. (NPS Plan Task 26)
- b. GRTS is updated semiannually and reports are submitted according to negotiated deadlines. (NPS Plan Task 33)

**CPM**  
**W13** c. Incorporate Tasks from the NPS Management Plan emphasizing TMDL development and watershed approach to WQ Management into annual workplans.

2. Ensure that federal land management is consistent with State Nonpoint Source Pollution Management Plan and watershed needs and concerns:

- Conduct annual program/project/monitoring review meeting
- Conduct field audits on selected projects and review federal actions
- Implement cooperative monitoring programs and provide procedures and protocols.
- Evaluate need and establish schedule as warranted to revise MOUs with Forest Service and BLM.
- Works closely with federal land management agencies to identify the 303(d) listed waters on federal lands.

**Measures:**

- CPM**  
**W4**
- a. % of waters monitored which meet designated uses for aquatic life and recreation on public lands (NPS Plan Task 3)
  - b. Completed field project reviews and corrective actions taken (NPS Plan Task 29)
  - c. Number of 303(d) water bodies located on public lands (FS and BLM) and number of TMDLs developed (NPS Plan Tasks 3 & 5)
  - d. Revised memorandum of understanding with FS and BLM (NPS Plan Task 20)



**WTR** 3. Improve public awareness and support of TMDL development and implementation through the watershed approach and nonpoint source program:

- Revise the 1995 NPS I&E strategy
- Increase non-governmental partnership in implementing the Watershed Approach and NPS Management Program.
- Promote the Watershed Approach via conferences, newsletters and basin workshops and through the Utah Partners for Conservation and Development.

**Measures:**

- a. Number of new Adopt-A-Waterbody groups (NPS Plan Tasks 16 & 17)
- b. Number and type of new partnerships, i.e. environmental and commodity groups created (NPS Plan Tasks 9 & 10)
- c. Revised NPS Program I&E Strategy (NPS Plan Task 17)
- d. Document public information actions completed to promote Watershed Approach/TMDL planning process (NPS Plan Task 15)

**WTR** 4. Implement nonpoint source best management measures on a priority water quality protection/improvement basis:

- The state will continue implementation of Utah AFO/CAFO strategy
- Solicit and review priority project proposals, PIPs and prepare 319 application
- Monitor and evaluate project implementation jointly with local sponsors
- Conduct watershed evaluation and write reports for 319 watershed projects with assistance of “partners” (cooperating agencies)
- Increase non-319 investment in watershed restoration projects through participation in CRMP process

**Measures:**

- CPM**  
**W4**
- a. Number and percent of lake acres and stream miles monitored which have water quality supporting designated beneficial uses (NPS Plan Tasks 3 & 5)
- CPM**  
**W5**
- b. Practices implemented appropriately and effectively and natural resource improvements being achieved for 319 NPS Watershed Projects (NPS Plan Tasks 2, 6, 36 & 40)
  - c. Report non-319 funding in watershed protection / restoration projects depending on local capability (NPS Plan Task 34)
  - d. Report progress in implementing Utah AFO/CAFO Strategy (NPS Plan Task 34)

CPM  
W3 e. Continue to provide information on fish consumption advisories through the National Listing of Fish and Wildlife Advisories.

CBEP 5. Implement aggressively the watershed approach to WQM in Utah to develop TMDLs for impaired waters according to the approved 303(d) list.

- Provide leadership and direction in promoting the Watershed Approach to water quality management for targeted areas of impairment
- Complete water quality assessment reports in the Beaver River and Jordan River/Utah Lake and Uinta Basins
- Promote development of local basin Steering Committees and Technical Advisory groups to oversee development of TMDL plans/Watershed Restoration Action Strategies
- Work with USDA/NRCS to integrate EQIP funding into the watershed approach basin NPS priority areas by serving on local Work Groups, State Technical Committee and providing input to priority setting process for EQIP, and preparation of basin water quality plans
- Work with local basin steering and technical advisory committees to develop TMDLs/watershed restoration action strategies in accordance with Watershed Approach Framework, Clean Water Action Plan - Unified Watershed Assessment and applicable TMDL regulations.

**Measures:**

- a. Number of basin steering and technical advisory committees formed and functioning (NPS Plan Tasks 9 & 10)
  - b. Number of watershed or community based projects or % of land area included in community based/watershed planning/implementation projects (NPS Plan Tasks 9 & 10)
  - c. Watershed Management Unit water quality assessment reports completed for Beaver River, Jordan River/Utah Lake and Uinta Basins (NPS Plan Task 3)
  - d. Number of priority NPS watershed areas where EQIP funds are being used (NPS Plan Task 34)
  - e. Number of completed TMDLs or watershed restoration action strategies or those in progress (NPS Plan Task 4)
6. Maintain Water Quality Standards as an effective water quality management and assessment tool.

**Measures:**

- a. Complete revision of anti-degradation implementation procedures, and submit revisions to the EPA Regional Administrator for review and approval. (October, 2002)
- b. Complete use attainability analysis for irrigation ditches and canals (December, 2001)

- c. Review Water Quality Standards and prepare draft for possible adoption by the Water Quality Board (April, 2002)
- 7. Maintain compliance with Section 303(d) list submittal requirements and completion of TMDL's as negotiated with EPA

**Measures:**

- CPM**
  - a. Submit FY-2002 303(d) list on or before April 1, 2002 unless the date is changed by EPA. The list will identify TMDLs completed during reporting period and those proposed for completion during next reporting period. (NPS Plan Task 3 & 5)
  - b. Submit completed TMDLs to EPA for review and approval by April 1, 2002 according to TMDL Development Schedule. (NPS Plan Task 4)
- W6**

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## EXECUTIVE DIRECTOR'S OFFICE FY 2002 GOALS

### 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:**

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

Promote a sustainable relationship between economic development and environmental quality.

#### **Measures:**

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

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

#### **Measures:**

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

### EDO

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

**Measures:**

- a. Encourage accountability for problem solving at all levels.
  1. Application of operating principles
  2. "Strategic" thinking
- b. Customers perceive that DEQ programs are fair and protective of health and the environment - "ask them".
- c. Congressional and legislative goals are accomplished (get resources and laws we need.)
- d. Targeted environmental programs and processes improved to meet needs of customers while still protecting environmental quality.

**CUSTOMER SERVICE**

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

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

**Measures:**

- a. Decisions and services provided within agreed upon time frames which best meet customers' needs.
- b. Customer service feedback.
- c. Customer input and feedback during informal and formal stages of rulemaking.

**EDO**

1. Provide leadership, communicate the expectations, and provide support activities to ensure that divisions and offices work together to resolve problems and address issues.
  - Reinforce the inter-relatedness of environmental problems and the interdependence of offices and divisions.
  - Recognize successful collaborative problem-solving.
2. In the course of doing business we will ask external and internal customers whether we are meeting their needs.

Are we meeting their needs?  
What else do they need from us?  
Have you seen a change - is it going the right way?  
Have we shared feedback?

3. Recognize good work of division directors/managers throughout Department and employees in Department offices.
  - Use recognition other than money.
  - Use money.
  - Provide leadership in establishing and implementing QAT recommendations.
4. "Go the extra mile" to help customers.
  - Ensure prompt response to letters, phone calls and inquiries. Followup.
  - 7 working days response to correspondence from Gov office and EDO.
5. Schedule meetings, avoid (minimize) cancellations and rescheduling, coordinate schedules of Brent and Dianne.
6. Develop and implement customer service training for Department receptionists (Deb, Bev, Jill, and Marva).

**Measures:**

- a. DEQ solicits customers' opinions.
- b. Customers accept our recommendations.
- c. Division/office directors ensure prompt and complete customer service.
- d. Receptionists are valued first-contacts in the Department.

**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:**

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

## **EDO**

1. Actively promote State/EPA/local partnerships in planning and implementing environmental programs that meet Utah's needs.
2. Inform Governor, Legislators and Congressional Delegation of successful state/federal partnerships and request assistance as needed to maintain workable state/federal relationships.
3. Focus on areas of contention (enforcement and superfund) to be able to work together effectively.

### **Measures:**

- a. Establish and maintain regular communication with Region VIII administrator and deputy administrator.
- b. Regular communication with division directors and office directors to support programs (measure could be added value but no interference with management of program.)
- c. Problems are solved by partners.
- d. Problems are solved at division level. They are elevated to Department (EDO) for conflict resolution only after all reasonable attempts of resolution at division level have been exhausted.
- e. State leaders are informed on environmental issues and they support Department recommendations.
- f. EPA does not overfile division enforcement actions.\*

\* This measure of success does not supersede EPA's authority to overfile.

## **COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL 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 in identifying and resolving problems.

**Measures:**

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

**EDO**

- 1. In the course of doing business, ask local government officials how we are doing.

**CBEP 2.** Continue LHD initiatives in SW Utah and the Uintah Basin.  
**SW, UB**

- 3. Partnership Council.
  - Identify policy issues and work for solution.
  - Recommend and support implementation of QAT actions.
  - Utilize Partnership Council as part of the planning process.
  - Advocate EPA-DEQ-LHD partnership to address community issues.
- 4. Promote understanding and actions which recognize the importance of implementing workable environmental programs at local level through local government.

**OLY** 5. Olympics  
Work with LHD's and Department of Health to identify, implement, and monitor activities and programs to support the 2002 winter games.

- 6. Delivery Plan/Contract.
  - Work with divisions and local health departments to develop mutually accepted plans as a basis for contracts.

**Measures:**

- a. Implementation of QAT recommendations.
- b. Partnership council meets on an ongoing basis.
- c. Identification of priorities/problem solving (track actions).
- d. Feedback from local health departments and local government on DEQ environmental programs.
- e. Delivery plans are revised and used as the work plan for the DEQ/LHD contracts.



- CBEP** f. Address priorities identified by community-based partnerships.
- g. Assist in developing additional LHD and local government capacity to determine environmental services and programs.
- 1) Training needs justified and addressed
  - 2) Liaison functions between local and federal government as appropriate
  - 3) Assist in obtaining appropriate federal funding assistance for local health department projects associated with partnerships.

## **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.

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

### **Measures:**

- a. Employee feedback.
- b. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
- c. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- d. Employee recognition programs are in place, utilized, and meet employee and management needs.

## **EDO**

1. Recognize good work of employees in Department offices and provide feedback to division directors and office directors.
2. Establish regular process for communicating with Division Directors' secretaries. Identify problems and resolve.
3. Department meeting - once a year.
  - DRN to meet with divisions once/year.
  - DRN/BCB to attend other meetings as requested.

4. Expand and strengthen Quality Council's role and responsibilities.  
    Implement Quality Council communication recommendations, communicate progress to employees.  
    Plan and oversee implementation of TQM.
5. Expand and strengthen the EDO Quality Council (Executive Director's office, OSS, OPPA and HRM.)  
    Meet one hour once a week as a Quality Council.
6. Implement leadership development plan.
7. Provide opportunities for training and professional development.  
    Identify training and professional developments needs in performance plans for all employees.
8. Establish and emphasize the DEQ Operating Principles as the way of doing business for all DEQ activities.
9. Enhance the leadership and management skills of DEQ's management team.

**Measures:**

- a. Feedback from secretarial meetings and division directors that communication is sufficient, complete and timely and that there is value added.
- b. Establish clear agendas for Quality Council.  
    Get feedback.  
    Track kinds of training given to Quality Council.  
    Track Quality Council role in TQM implementation.
- c. Track meeting coordination and do "lessons learned" debriefing.
- d. Training and professional development needs are identified and tracked through performance plans.
- e. Leadership Development  
    Managers feel that they have tools and ability to more effectively lead and implement the Department vision.  
  
    Managers participate in leadership development through training and mentoring.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## OFFICE OF HUMAN RESOURCE MANAGEMENT FY 2002 GOALS

### 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:**

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

Promote a sustainable relationship between economic development and environmental quality.

#### **Measures:**

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

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

#### **Measures:**

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

### **OHRM STRATEGIC GOAL:**

Develop, implement, and maintain customer service oriented resource policies and procedures to provide for the effective recruitment, selection, performance management, training, recognition, classification,

compensation, and development of departmental employees; and support employees in the administration and interpretation of those policies and procedures in a consistent, effective and efficient manner.

**Measures:**

- a. Procedures developed.
- b. Employee and supervisor feedback.

**CUSTOMER SERVICE**

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

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

**Measures:**

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

**OHRM STRATEGIC GOAL**

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

- a. Meet on a regular basis with Division Directors, employees, and all interested customers to identify our needs.

- b. Evaluate policies and procedures
- c. Improve communication with internal and external customers.
- d. Make timely decisions.
- e. In partnership with DHRM, develop operating contract.
- f. Performance plans are developed outlining specific duties and responsibilities focusing on Operating Principles.
- g. Utilize Utah Skills Match to provide the Qualified Applicants.

**Measures:**

- a. Procedures developed.
- b. External and internal customer feedback.
- c. Re-engineering provides successful, understood transition of Class/Comp., to skill-based class/comp., process.
- d. Customer Feedback.
- e. Contract goals followed
- f. Operating principles are displayed and utilized as part of business practice.

**OHRM ANNUAL GOAL:**

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

**Measures:**

- a. By 10/1/00 review current policies to insure compliance with new State and Federal requirements.
- b. By 10/1/01 identify policy needs.
- c. By 11/1/01 develop or amend needed policies/procedures.
- d. Within 120 days of issue, policies will be developed and processed for implementation.
- e. Approved Department policies/procedures will be disseminated to all Department agencies within 30 days of the implementation or effective date.

- f. Active involvement in the formulation of State Human Resource policies/procedures and legislation.
- g. Adhere to all provisions of the DHRM delegation agreement.
- h. Active involvement in State consortiums, committees, and task forces.
- i. As requested, assist State and local governments with committees, training, classification and other HR issues.
- j. Receive positive feedback.
- k. OHRM will provide information to employees on a regular basis.

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

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

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

**Measures:**

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

**OHRM STRATEGIC GOAL:**

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

**Measures:**

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

**ENHANCE POLICY MAKERS” (LEGISLATURE< OTHER ELECTED OFFICIALS< AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES.**

Facilitate policy makers as proactive participants in shaping environmental policy.

**Measures:**

- a. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
- b. Relationships with policy makers are developed and understanding of environmental issues enhanced.
- c. Policy makers work with DEQ in development and implementation of environmental policy issues.
- d. Policy makers’ trust in DEQ is developed and enhanced.

**OHRM STRATEGIC GOAL**

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

**Measures:**

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

**EMPLOYEES**

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

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

**Measures:**

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

**OHRM STRATEGIC GOAL:**

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

**Measures:**

- a. Course assessments.
- b. Employee interest.
- c. Attendance.
- d. Needs assessment.



- e. Programs utilized.

**OHRM ANNUAL GOAL:**

Review, revise, assess and develop applicable training programs.

**Measures:**

- a. Corrective action/discipline training will be offered quarterly.
- b. Sexual Harassment Avoidance training will be offered quarterly.
- c. Recruitment/ADA/Selection training will be offered quarterly.
- d. Driver Safety training will be offered quarterly.
- e. Telecommuting training will be offered as requested.
- f. Certified Public Management training will be offered quarterly.
- g. HRM/Department rules/regulations training will be offered annually.
- h. Leadership/liability training programs are developed and presented.
- i. Utah Skills Match training provided to all employees.
- j. Customer service training provided.
- k. Feedback

**OHRM STRATEGIC GOAL:**

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

**Measures:**

- a. Employee feedback.
- b. Programs in place.
- c. Program utilization.
- d. Staff meetings are called quarterly with division management team.

- e. Benefit information updated and communicated to employees.
- f. Procedures are followed according to training.
- g. Liability issues are reduced.
- h. Organize, maintain, and coordinate ETC efforts for DEQ.

**OHRM ANNUAL GOAL:**

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

**Measures:**

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

**OHRM STRATEGIC GOAL:**

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

**Measures:**

- a. Records are complete.
- b. Records are retrievable.
- c. Records are accessible.

- d. Employee feedback.

**OHRM ANNUAL GOAL:**

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

**Measures:**

- a. DHRM delegation agreement will be followed.
- b. Maintain confidentiality of materials in personnel files in accordance with State and federal rules.
- c. All new employees' files will be developed within two weeks of new employee orientation.
- d. Physical security will be maintained in accordance with applicable State and federal requirements.
- e. Conduct annual assessment of employee personnel information located in the personnel file and on the employees' history cards.
- f. Provide information to employees, assist to understand process.
- g. Continue to provide support in USM and other DHRM sponsored programs.

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## OFFICE OF PLANNING & PUBLIC AFFAIRS FY 2002 GOALS

### PPA MISSION:

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

### ENVIRONMENT

#### PPA STRATEGIC GOAL: #1

Promote environmental excellence by partnering with the Department and Divisions in policy and planning initiatives.

#### PPA PLANNING GOALS:

1. Coordinate information and participate when requested with Utah Tomorrow Committee, UACIR, and SUPAC.

##### Measures:

- a. DEQ measures are incorporated.
  - b. Information and issues from the Utah Tomorrow Committee, UACIR, and SUPAC are coordinated through appropriate DEQ channels.
2. Provide planning support to statewide initiatives.

##### Measures:

- a. DEQ participation in Governor's 21<sup>st</sup> Century Communities initiative.
  - b. Information and issues from statewide initiatives are coordinated through appropriate DEQ channels.
3. Provide planning support for DEQ initiatives.

##### Measures:

- CBEP SW a. Maintain Southwest community-based planning effort:

- UB b. Continue community-based planning effort in Uintah Basin.
- P2 c. Pollution Prevention cross-media projects identified and implemented.
- d. Incorporation of environmental indicators into Local Health Department contracts, Performance Partnership Agreements, and Uintah Basin Partnership.
- e. Completion of FY 2002 Performance Partnership Agreements.
- f. Completion of End-of-Year report for FY 2001 PPA.
- g. Support Grantsville HEAL project.
- h. Assist with The One Stop Program.
- 4. Provide policy support for DEQ initiatives.

**Measures:**

- a. Assist with tribal relations issues.
- b. Monitor Environmental Justice, Sustainable Communities, and CBEP issues.
- c. Upon request, assist with Environmental Council of States (ECOS) and Common Sense Initiative (CSI) issues.
- d. Assist with development of DEQ's small business policy.

**PPA STRATEGIC GOAL #2:**

- P2 Promote environmental excellence by facilitating integration of Pollution Prevention initiatives in DEQ and throughout the state.

**PPA POLLUTION PREVENTION ANNUAL GOALS:**

- P2 1. Develop pollution prevention program and provide training.

**Measures:**

- a. Administer P2 grant by preparing applications and quarterly reports, monitoring budget, and providing department oversight for P2 initiatives.
- b. Maintain P2 homepage and library.
- c. Identify training opportunities to support integration of P2 into DEQ programs.

- P2** 2. Integrate pollution prevention concepts into risk mitigation strategies and community-based efforts.

**Measures:**

- CBEP** a. Participate in community-based environmental planning and implementation efforts.

- CBEP** b. Identify P2 opportunities in CBEP activities in Southwest and Uintah Basin.

- P2** 3. Encourage incorporation of pollution prevention into permits, compliance and enforcement actions, and outreach activities.

**Measures:**

- a. Coordinate with regional and national P2 initiatives and promote within DEQ and other State and Local agencies .

- b. Promote and educate on the use of SEP in enforcement negotiations.

- c. AFO/CAFO

1. Assist the Division of Water Quality with the development of state guidelines and a measurement tool for CAFO/AFO's for comprehensive nutrient management plans (CNMP).

2. Development and implementation of a course (5 sessions) to train soil conservation district planners NRCS, UDAF, and the public sector about the need to develop and carry out CNMP's

- P2** 4. Encourage energy efficiency and conservation through the debate program and other Energy Office programs.

**Measure:**

- a. Continue partnering with the State Office of Energy Services to provide P2 educational opportunities to schools and the public.

- b. Partner with Tree Utah Program to reduce urban heat island effect in Salt Lake City.

- c. Continue to partner with Utah water forums on annual water education calendar.

- P2** 5. Encourage pollution prevention to Utah citizens through Project Environment and other USEE projects.

**Measure:**

- a. Partner with the Utah Society for Environmental Education to continue the annual Earth Day event.
- b. Partner with USEE in implementation of an annual educators conference.
- c. Partner with USEE and SLOC in development of Utah Environmental Education Council.

- P2** 6. Serve as DEQ contact for development and implementation of Local Health/Olympic  
**OLY** Alliance (EPHA) group.

**Measures:**

- a. Provide DEQ coordination and technical assistance to Alliance and sub-committees.
- b. Coordinate and oversee EPA/PHS funds provided to EPHA to support a coordinating position for the Alliance.
- c. Assure that EPHA planning activities incorporate pollution prevention strategies as a top priority.
- d. Serve as DEQ/Pollution Prevention contact for the following EPHA workgroups:
  1. Air Quality
  2. Water Quality
  3. Source Reduction
  4. Drinking Water Protection

- P2** 7. Serve as secondary contact for Utah Olympic activities. Provide assistance to DEQ  
**OLY** Director (primary contact) on a regular basis.

**Measure:**

- a. Pollution Prevention concepts are incorporated into Olympic environmental activities with SLOC and local community planning efforts.
- b. DEQ has developed and collected environmental “issues” list and is preparing public documents that describe our efforts.

- P2** 8. Serve as DEQ coordinating representative for the following Olympic related groups:
- a. EAC-Sustainable Facilities
  - b. EAC-Materials Management/Source Reduction
  - c. EAC-Environmental Education

- d. EAC-Monitoring
- e. NRCC 2002
- f. Public Safety Command
- g. Venue Community Planning Committees

**Measure:**

Pollution Prevention strategies are incorporated into Olympic related activities.

- P2** 9. Coordinate DEQ's internal Olympic workgroup.  
**OLY**

**Measure:**

Coordination of DEQ Division Olympic activities is achieved.

- P2** 10. Coordinate with Utah Indian Tribes as they develop environmental programs.

**Measures:**

- a. Provide technical assistance on an as-needed basis.
- b. Provide training opportunity's and information bi-monthly.

- P2** 11. Encourage the incorporation of pollution prevention concepts to Utah's business community.

- 1. Reduce automobile commute trips by implementation of Tele 2000 strategies targeted at the business sector.
  - a. Identification of transportation demand management strategies (TDM's) and promote these to the business community.
  - b. Development of a DEQ speakers bureau to go out to businesses and promote Tele 2000 strategies.
  - c. Coordinate with Envision Utah using Tele 2000 and a positive growth strategy for Utah.

- P2** 12. Continue to support source reduction and recycling activities throughout Utah.

- a. Coordinate with DCED on promoting Market Development Zones project.
- b. Provide technical assistance to the Utah Recycling Advisory Council.

**Measures:**

- a. Continue to oversee and coordinate DEQ's Pre-Design conference program.



**P2  
SBA**

- b. Continue development of Green label program with participation from the Department and Divisions and other state and federal agencies.
- c. Continue to serve as board member and work with Utah's Pollution Prevention Association.
- d. Integrate P2 into DEQ small business assistance.
  - 1. Assist provided with the development of system that will provide feedback from businesses regarding their small business and P2 activities.
  - 2. Provide recommendations to the Small Business Advisory Council for pollution prevention incentives.
- e. Provide technical assistance on an as-needed basis.
  - 1. Promote the distribution and use of "DEQ at a Glance"
- f. Coordination with NIST/Manufacturing Extension partnership.
  - 1. Joint development of P2 assistance tool that will help businesses track their pollution prevention efforts, process modifications and energy efficiency programs.

**PPA STRATEGIC GOAL: #3**

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

**SBA PPA SMALL BUSINESS ASSISTANCE GOAL:**

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

**Measures:**

- a. Public participation plan maintained through the Compliance Assistance Panel, DEQ Boards, and other entities (through UBRN) - this is a dynamic process.
- b. Small business policy maintained - this is a dynamic process.
- c. Inspector and general DEQ training developed and implemented.
- d. DEQ Yellow pages, business assistance page and twenty four hour internet access completed.
- e. Expand staff business "empathy" training with other agencies.

**SBA** 2. Coordinate with other state/local entities.

**Measures:**

- a. Serve as a member of the Lt. Governor's Small Business Advisory Council (currently an advisory council to the DCED DBED board)
- b. Develop working relationship with the Utah Manufacturer's Extension Partnership (UMEP).
- c. Serve as UMEP board representative for DEQ.
- d. Continue to participate in the Utah Business Resource Network.

**SBA** 3. Serve as small business ombudsman for DEQ.

**Measures:**

- a. Assist small businesses with DEQ permitting process and other programs as needed.
- b. Assist DEQ divisions with the development of appropriate outreach materials.
- c. Involvement with outreach opportunities such as conferences, presentations, etc. to provide information to small businesses.
- d. Continue to develop and work towards cross-media Small Business Assistance program with DEQ.

**CUSTOMER SERVICE**

**PPA STRATEGIC GOAL #4**

Promote environmental excellence by providing public information and participation opportunities.

**PPA PUBLIC EDUCATION ANNUAL GOAL:**

1. Link public education projects across divisions.

**Measures:**

- a. Correlate 1-800 calls to education initiatives.
- b. DEQ initiatives incorporated into Take Pride in Utah.
- c. Assess the response of targeted audience.

- d. Distribute Project Environment materials.
  - e. Coordinate redevelopment of DEQ display and department-wide participation in the State Fair, League of Cities and Towns conferences, Earth Day and other outreach opportunities.
2. Oversee content and coordinate information dissemination on DEQ Home Page.

**Measures:**

- a. Serve as DEQ Webmaster and coordinate internal Web workgroup.
- b. Update Home Page as needed, edit content especially on main Department and Division pages, standardize page titles and footers, and assure that copy is written clearly and concisely, using Associated Press style guidelines.

**PPA COMMUNITY RELATIONS ANNUAL GOALS:**

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

**Measures:**

- a. Training is conducted, on request, on community action plans.
  - b. Plans are developed in conjunction with project or program manager.
  - c. At the conclusion of a project, a survey or other feedback tool is administered to determine success.
2. Provide coordination of environmental justice issues.

**Measures:**

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

**PPA MEDIA RELATIONS ANNUAL GOALS**

1. Coordinate DEQ media relations.

**Measures:**

- a. DEQ media policy is followed.

- b. Reporters use DEQ's public information office.
  - c. Staff use DEQ's public information office.
2. Provide training for DEQ staff to handle interview situations and public presentations.

**Measures:**

- a. Dry runs are conducted prior to public presentations.
- b. Develop and provide media training to all Divisions.
- c. Coordinate training for Home Page design and content.

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

**PPA STRATEGIC GOAL #5**

Coordinate delivery of environmental services with local health departments and local governments.

**PPA LHD LIAISON ANNUAL GOAL:**

Amend and update Environmental Service Delivery Plan reflecting partnership initiative.

**Measures:**

- a. Environmental Service Delivery Plan is aligned with DEQ Goals and Objectives.
- b. Signed contracts, MOU's or updated sections of Environmental Service Delivery Plan.
- c. Pollution Prevention efforts are coordinated in Environmental Service Delivery Plan.

**EMPLOYEES**

**PPA STRATEGIC GOAL #6**

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

**Measures:**

- a. Value-added roles for PPA staff in department activities.
- b. Training provided.

- c. Teamwork and individual efforts recognized.

**PPA EMPLOYEE ANNUAL GOALS:**

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

**Measures:**

- a. Training provided.
  - b. Participation in professional societies.
- 2. Use staff meetings to share project information, to encourage synergy, and to recognize individual and team effort.

**Measures:**

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

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## OFFICE OF SUPPORT SERVICES FY 2002 GOALS

### CUSTOMER SERVICE

#### **DEQ STRATEGIC GOAL:**

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

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

#### **Measures:**

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

#### **OSS STRATEGIC GOAL:**

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

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

**Measures:**

- a. Annual prioritized list of customer needs.
- b. Customer feedback.

**OSS ANNUAL GOALS:**

1. OSS Quality Council will meet with key employees (as identified by Division Directors) of each Division to discuss the quality of services being provided and any possible services that are necessary, but not currently being provided. An e-mail will be sent to each Division Director requesting the meeting be scheduled and outlining the general topics of discussion. This will allow the Division Director time to alert staff and collect items they may wish to discuss. This will be done on an “as needed” basis.
2. The Budget Section will continue to work with SSC’s and other division staff to help them develop skills in using support tools such as Access and the Clarion budget and forecasting
3. The Budget Section will continue to explore options for other budget preparation and forecasting systems.
4. The Budget Section will develop a process of exchanging information with the fiscal analyst’s office that will reduce the need to retype documents we submit. This includes the fee document and the programs descriptions. The objective of this is to reduce errors.
5. The Budget Section will prepare various analysis of historical budget reductions; unfunded program requirements; performance measures history by division; costs per FTE charts and a detailed analysis of General Fund.
6. The Budget Section will develop a schedule of significant budgeting due dates.
7. The Budget Section will update the Travel Procedures and implement new processes to improve the Travel System.
8. The Finance Section will continue to closely monitor cash and investment balances in Department funds that allow interest to maximize investment earnings.
9. 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.
10. The Finance Section will continue to review the accounts receivable policy and procedures of the Department and propose recommendations for improvement
11. The Finance Section will continue to audit the waste disposal fees that go into the Environmental Quality Restricted Account to ensure that the fees paid by the waste disposal facilities are complete and accurate.

12. The Finance section will continue to provide training and customer support for the DP1 system.
13. The Finance Section will continue to work in conjunction with the IT section to monitor and enhance the DP1 system.
14. The Finance Section will review the Department's use of wireless telephones to determine that the Department is using its resources wisely. This will include a review of the available plans from the available vendors and employees' usage.
15. The Finance Section will review the existing grant application and award processing procedures to determine if the processing time and incidence of lost/missing documents can be reduced.
16. The Finance Section will encourage and help the Divisions to get the necessary training to use the State's Data Warehouse. This will enhance their ability to obtain timely financial information for making management decisions.
17. General Services will coordinate and chair the Department's Risk Management Committee meetings on a quarterly basis.
18. The General Services Section will produce space designs, (cubicle modifications) and provide them to divisions and offices directly where possible, without the aid of an outside contractor. Designer software and computer upgrade are required to meet this goal.
19. General Services will continue to participate as a member of the State's Furniture Committee and represent the Department at the Division of Fleet Operations meetings.
20. General Services will research and provide information to Quality Council on various options for implementing a new identification card system for Department use.
21. OSS employees will be expected to participate in applicable state-wide policy formulating committees and work groups in order to:
  - a. Ensure alignment of Department business processes with State business processes.
  - b. Influence State policy and procedures to satisfy DEQ needs.
  - c. Communicate and coordinate State policies and procedures with the rest of the Department.

## **EMPLOYEES**

### **DEQ STRATEGIC GOAL:**

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



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

**Measures:**

- a. Employees' feedback.
- b. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
- c. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- d. Employee recognition programs are in place, utilized and meet employee and management needs.

**OSS STRATEGIC GOAL:**

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

- \* Standards must be established and followed for communicating pertinent information to each employee in the office.
- \* Implement employee recognition programs and practices that will result in a work force that believe quality work is recognized.
- \* Develop within existing resources the most efficient professional development program possible; and
- \* 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:**

- a. Employee surveys.
- b. Prioritized list of necessary professional development.
- c. Quarterly meeting with all employees to discuss problems and solutions.

## **OSS ANNUAL GOALS:**

- \* Quarterly meetings with all employees of OSS will include the following discussions:
  - a. Status of progress toward achievement of OSS annual goals;
  - b. Employee suggestions for procedural enhancements.
  - c. Status of the Department's and various Division's progress toward achievement of annual goals; and
  - d. Other department/office initiatives.
- \* 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.
- \* All employees will understand the Department's Operating Principles. Those principles will be reflected in the way each employee of the Office conducts business.
- \* The Office will support the Department's leadership development efforts. All training will be attended by the appropriate individuals and it will be expected that those individuals will apply lessons learned in that training.

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

### **DEQ STRATEGIC GOAL:**

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

#### **Measures:**

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

### **OSS STRATEGIC GOAL:**

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

## **OSS ANNUAL GOALS:**

1. The office will continue to be involved in the development and rewrite of Federal regulations dealing with the Administration of Federal Grants. All new proposals will be monitored and appropriate feedback will be provided by OSS.
2. The Office will continue to provide the financial application for the Performance Partnership Grant and will complete the grant and all necessary amendments and changes within prescribed due dates.

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

### **DEQ STRATEGIC GOAL:**

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

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

### **Measures:**

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

### **OSS STRATEGIC GOAL:**

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

### **OSS ANNUAL GOALS:**

1. OSS will avail itself to the local health department business managers group to provide expertise and assistance.
2. Quarterly contract payments will be processed on a timely basis.

## **Chapter V**

### **2002 Performance Partnership Grant**

# State of Utah

## DEPARTMENT OF ENVIRONMENTAL QUALITY OFFICE OF SUPPORT SERVICES

Michael O. Leavitt  
Governor  
Dianne R. Nielson, Ph.D.  
Executive Director  
Steven G. Higley, CPA  
Director

168 North 1950 West  
P.O. Box 144810  
Salt Lake City, Utah 84114-4810  
(801) 536-4440  
(801) 536-4441 Fax  
(801) 536-4414 T.D.D.  
[www.deq.state.ut.us](http://www.deq.state.ut.us) Web

July 27, 2001

Gerard Bulanowski, State Program Manager (8P2-SA)  
State Assistance Program

Sherron Holloway, Grants Specialist (8TMS-G)  
Grants, Audit and Procurement Program Office

U.S. EPA Region VIII  
999 18th Street  
Denver, CO 80202-2466

Dear Mr. Bulanowski and Ms. Holloway:

Enclosed is Utah Department of Environmental Quality's application (Standard Forms 424 and 424A) for the 2002 Performance Partnership Grant. The application requests \$6,915,135 in federal funds and includes \$3,065,119 in state match as summarized on the enclosed schedule.

The application includes a request for 10% carryover of FY 2001 PPG funds. The 10% was calculated on the FY 2001 PPG funds awarded to date excluding carryover funds. The match rate on those funds is 31.34%. The match for the Air Quality Section 105 funds is the maintenance of effort amount established in prior years because it is greater than the 40% calculation. The match for the Surface Water funds is the level of effort amount established in prior years. .

If you have questions or additional information is needed please call me at (801) 536-4460.

Sincerely,

Craig Silotti, CPA  
Finance Director

Enclosures

cc: Steven Higley, Office of Support Services  
Leah Ann Lamb, Office of Planning and Public Affairs  
Bob Bowen, Division of Air Quality  
Sumner Newman, Division of Drinking Water  
Roy Baran, Division of Environmental Response and Remediation  
Mina Larsen, Division of Radiation Control  
Rawn Wallgren, Division of Solid and Hazardous Waste  
Colleen Smith, Division of Water Quality

**Utah Department of Environmental Quality  
Summary of FFY02 Performance Partnership Grant**

<b>Program</b>	<b>Federal</b>	<b>State</b>	<b>Total Grant</b>
<b>Pollution Prevention Incentives</b>	<b>\$86,000</b>	<b>\$86,000</b>	<b>\$172,000</b>
<b>Section 105 Air Pollution Control</b>	<b>2,027,352</b>	<b>1,572,810</b>	<b>3,600,162</b>
<b>TSCA Asbestos</b>	<b>134,800</b>	<b>44,933</b>	<b>179,733</b>
<b>TSCA Lead Program</b>	<b>320,000</b>		<b>320,000</b>
<b>Drinking Water (PWSS)</b>	<b>772,700</b>	<b>257,567</b>	<b>1,030,267</b>
<b>Underground Storage Tanks (UST)</b>	<b>187,950</b>	<b>62,650</b>	<b>250,600</b>
<b>Radon</b>	<b>50,289</b>	<b>50,289</b>	<b>100,578</b>
<b>Hazardous Waste (RCRA)</b>	<b>812,907</b>	<b>270,969</b>	<b>1,083,876</b>
<b>Water Quality (Section 106)</b>			<b>-</b>
<b>Surface Water</b>	<b>1,185,955</b>	<b>95,591</b>	<b>1,281,546</b>
<b>Ground Water</b>	<b>169,945</b>		<b>169,945</b>
<b>Water Source Protection (UIC)</b>	<b>79,600</b>	<b>26,533</b>	<b>106,133</b>
<b>Nonpoint Source (Section 319)</b>			
<b>Staff and Support</b>	<b>482,000</b>	<b>321,333</b>	<b>803,333</b>
<b>Carryover</b>	<b>605,637</b>	<b>276,444</b>	<b>882,081</b>
<b>Total</b>	<b>\$6,915,135</b>	<b>\$3,065,119</b>	<b>\$9,980,254</b>

# **Chapter VI**

## **Evaluation**

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## **Evaluation of the Performance Partnership**

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UDEQ and EPA will jointly evaluate the success of the Performance Partnership using the four measures outlined in the PPG guidance as follows.

Does the work undertaken in the PPA:

1. Address the stated strategic priorities and goals;
2. Achieve administrative cost savings;
3. Where appropriate, improve environmental results;
4. Improve EPA/UDEQ working relationships.

UDEQ and EPA will use the End-of-Year report to jointly evaluate the partnership's success in achieving the environmental program goals, measures and commitments contained in this agreement and to jointly plan for next year's PPA.





# Chapter VII

## Appendix

A.	Guide to FY 2000 Core Performance Measures . . . . .	VII-1
B.	April 15, 1999 Addendum to 1997 Joint Statement.. . . . On Measuring Progress Under NEPPS: Clarifying The Use And Applicability Of Core Performance Measures	VII-4
C.	Compliance/Enforcement Process Diagrams	
	Air Program . . . . .	VII-10
	Drinking Water Program . . . . .	VII-11
	Solid and Hazardous Waste Program . . . . .	VII-12
	UPDES Program . . . . .	VII-13
	UST Program . . . . .	VII-14

## **GUIDE TO FY 2000 Core Performance Measures**

### **AIR QUALITY**

- A1. Trends in ambient air quality for each of the criteria pollutants. (NAAQS)
- A2. Emission reductions since 1990 for each of the criteria pollutants. (NAAQS)
- A3. Number of nonattainment areas (and their associated populations) that reach attainment for each of the criteria pollutants, including the number of ozone nonattainment areas that meet the 1-hour ozone standard. (NAAQS)
- A4. Redesignation of areas attaining the current NAAQS, revocations of the PM 10 and 1-hour ozone NAAQS for areas attaining them, and designations of areas for the new ozone and revised PM10 NAAQS. (NAAQS)
- A5. Trends in emissions of toxic air pollutants as reflected in EPA's National Toxics Inventory. (Air Toxics)
- A6. Reduction in air toxic emissions from 1990 levels. (Air Toxics)
- A7. State progress in collecting and compiling ambient and emission source data for toxics to better understand the nature and extent of the air toxics problem. (Air Toxics)
- A8. Estimated increase in number of people experiencing healthier indoor air in residences and schools.
- A9. Number of homes with elevated radon levels that are fixed. (EPA will estimate number of affected people.)
- A10. Number of homes tested for radon.

### **SOLID WASTE/HAZARDOUS WASTE**

- H1. Percent of hazardous waste managed at Treatment, Storage, and Disposal Facilities (TSDFs) with approved controls in place.
- H2. Percent of Underground Storage Tanks (USTs) meeting requirements.
- H3. Resource Conservation and Recovery Act (RCRA) Corrective Action sites (area) cleaned up.
- H4. National Priority List (NPL) sites (area) cleaned up.

- H5. Leaking Underground Storage Tank (LUST)/UST cleanup site status.
- H6. Toxic releases to groundwater controlled.
- H7. Human exposures to toxins controlled.

## **WATER**

- W1. Number of: a) community drinking water systems and percent of population served by community water systems, and b) non-transient, non-community drinking water systems, and percent of population served by such systems, with no violations during the year of any federally enforceable health-based standard.
- W2. Estimated number of community water systems (and estimated percent of population served) implementing a multiple barrier approach to prevent drinking water contamination.
- W3. Percent of river miles and lake acres that have been assessed for the need for fish consumption advisories; and compilation of State-issued fish consumption advisory methodologies, as reported through the National Listing of Fish and Wildlife Advisories.
- W4. Number and percent of assessed river miles, lake acres, and estuary square miles that have water quality supporting designated beneficial uses, including, where applicable, for: a) fish and shellfish consumption; b) recreation; c) aquatic life support; and d) drinking water supply. (The reporting period is two years.)
- W5. Number and percent of impaired, assessed river miles, lake acres, and estuary square miles that a) are covered under Watershed Restoration Action Strategies, and b) were restored to their designated uses during the reporting period. (The reporting period is two years.)
- W6. The TMDL status for each State, including a) the number of TMDLs identified on the 1998 303(d) list that the State and EPA have committed to produce in the two year cycle; b) the number of TMDLs submitted by the State to EPA; c) the number of State-established TMDLs approved by EPA; and d) the number of EPA-established TMDLs. (This cumulative measure would be jointly reported by EPA and the State.)
- W7. Percent of POTWs that are beneficially reusing all or a part of their biosolids and, where data exists, the percent of biosolids generated that are beneficially reused.
- W8. Number and percent of facilities that have a discharge requiring an individual permit: a) that are covered by a current individual NPDES permit; b) that have expired individual permits; c) that have applied for but not been issued an individual permit, and d) that have individual permits under administrative or judicial appeal.

- W9. Number of storm water sources associated with industrial activity, number of construction sites over five acres, and number of designated storm water sources (including Municipal Phase I) that are covered by a current individual or general NPDES permit.
- W10. Number of permittees (among the approximately 900 CSO communities nationwide) that are covered by NPDES permits or other enforceable mechanisms consistent with the 1994 CSO policy.
- W11. Number and percent of approved pretreatment programs audited in the reporting year. Of those, the number of audits finding significant shortcomings and the number of local programs upgraded to achieve compliance.
- W12. EPA will report to Congress on the pace of the Clean Water State Revolving Fund (CW SRF) Program. (EPA and States are working to develop an outcome measure for the CW SRF.)
- W13. Number of EPA approvals of State submitted upgraded Nonpoint Source Programs (incorporating the nine key elements outlined in the national *Nonpoint Source Program and Grants Guidance for FY 1997 and Future Years* jointly transmitted by EPA and ASWIPCA).

#### **ENFORCEMENT AND COMPLIANCE**

- E1. Environmental and/or public health benefits achieved through concluded enforcement activities, e.g., case settlements, injunctive relief, etc.
- E2. Rates of significant noncompliance for selected regulated populations.
- E3. Percentage of significant non-compliers (SNCs) that have been returned to compliance or otherwise addressed.
- E4. Results of using State alternative compliance approaches (e.g., audit laws or policies, small business compliance policies, XL projects) and compliance assistance.
- E5. Total number of inspections conducted at major facilities, and the percent of total universe of regulated sources inspected in negotiated priority areas (e.g., industry sectors, geographic areas).
- E6. Enforcement actions (e.g., case referrals, orders, notices) taken, by media.
- E7. Number of facilities/entities reached through each type of compliance assistance activity.

4/15/99

**ADDENDUM TO 1997 JOINT STATEMENT ON MEASURING PROGRESS UNDER  
NEPPS: CLARIFYING THE USE AND APPLICABILITY OF CORE PERFORMANCE  
MEASURES**

When EPA and States initiated the National Environmental Performance Partnership System (NEPPS), our goals were to achieve greater environmental protection, better measurement of environmental progress, and the most efficient use of public resources in achieving these goals. While States vary in the extent to which they actively participate in specific aspects of NEPPS, the basic concept of performance partnerships guides State-EPA relationships throughout the country. The development of Core Performance Measures (CPMs) that has taken place under NEPPS auspices has been successful in focusing both EPA and State attention on improving how we measure the effectiveness of our environmental protection efforts.

In August 1997, leaders of ECOS and EPA signed a *Joint Statement on Measuring Progress under NEPPS*. The Joint Statement has served as a guidance document for use of CPMs. It also established a hierarchy of CPMs which was attached to the *Joint Statement* and is hereby reaffirmed. The purpose of this addendum is to clarify and update certain principles, guidance and time frames as originally referenced in the August 1997 Joint Statement. This Addendum accompanies a revised and updated set of Core Performance Measures. It is in effect during the life of the 1995 NEPPS Agreement unless otherwise amended.

This addendum addresses and clarifies four key issues. These issues generally relate to the implementation and use of Core Performance Measures, Associated Reporting Requirements, and Accountability Measures (hereafter referred to as CPMs). The clarifications presented below constitute official amendments to the Joint Statement.

**Core Performance Measures: What Are They?**

CPMs are a limited set of national measures, designed to help gauge progress towards protection of the environment and public health. They include a mix of three types of measures (as arrayed in the CPM hierarchy) needed to understand environmental programs and their effectiveness: (1) environmental indicators (high level trends describing environmental and public health conditions), (2) program outcomes (measures of program influence or effect), and (3) program outputs (measures of program activities). CPMs, based on data collected and reported primarily by States, serve the NEPPS objective of 'managing for environmental results' by:

- driving a system of measurement based on performance (with an emphasis on shifting "up the hierarchy" described above, to more meaningful reporting of environmental results);
- providing States and the Nation as a whole with the information and tools to increase accountability and make policy, resource or other changes to support improvements in environmental conditions; and
- providing a benchmark upon which States and EPA can focus efforts to reduce high cost/low value reporting for public and private entities.

In addition to using CPMs to help paint a national picture of environmental progress, States may wish to use additional indicators and measures to reflect progress toward State-specific goals and objectives. The Performance Partnership Agreements (PPAs) negotiated between EPA and States under NEPPS reflect both State and Federal priorities, and, in addition to CPMs, may include State-specific environmental goals, objectives, indicators, and performance measures.

Together, EPA and ECOS have led, with participation by a number of other state organizations, the development of enhanced FY 2000 CPMs for water, air, and waste management and remediation; as well as Accountability Measures for enforcement and compliance. In addition, work continues on developing CPMs for pollution prevention, pesticides, and lead for use in the future. Most of the current CPMs rely on data the states already collect and report. Over time, EPA and States will refine and improve the CPMs to enhance their ability to measure the responses of industry and the public to EPA and State programs, and the resulting changes in the environment. A few of the existing CPMs represent such an improvement, and may require new data and reporting.

Continued joint effort will be needed to bring these measures increasingly closer to an accurate and useful reflection of the most important environmental and program outcomes. EPA and States need to continue to ask such questions as:

Are we focusing on the most important outcomes?

Do we have the data we need to inform the American people on the progress and status of our work?

Are we measuring cross-program outcomes in a way that encourages more efficient and effective collaboration among different environmental programs?

How can we accelerate the pace of the transition to a results-based performance measurement system which emphasizes use of outcomes versus outputs?

How can States and EPA continue to advance efforts to minimize high cost/low value reporting?

As this work progresses, EPA and State work groups will continue to consult with the officials who implement the various programs covered by these measures, a range of experts on data and measurement, and the many stakeholder groups who constitute an important audience for Core Performance Measures. Many refinements will undoubtedly be needed as these measures come into use over a period of time. Up to this point, our initial efforts in improving environmental measurement systems have focused on the relationships between States and EPA. We now need to expand outreach efforts to include our many stakeholders as we continue to improve measurement systems over time.

### **Issue 1: Uses and Audiences for Core Performance Measures**

One of the primary purposes of CPMs is to help “paint a national picture” of the nation’s progress in protecting public health and the environment. This picture reflects the progress and accomplishments achieved by EPA, the States, and others working together. This national picture is intended to inform Congress, the public, stakeholders and environmental managers of trends and environmental progress across the nation and in individual states; and to give them the tools to

increase accountability and make (or influence) policy, resource and other decisions. In addition to informing a national audience, many states plan to use the measures to communicate environmental and program progress to state legislatures and residents.

CPMs are also intended to help shape EPA and State management decisions by providing environmental program managers with information on environmental conditions and trends, important program outcomes, and key program activities. EPA and States will strive to reduce the number of core program output measures in favor of outcome measures and environmental indicators. CPMs do *not* attempt to capture the full range of information needed to manage environmental programs at the national, regional or state level; environmental managers at all levels will, in most cases, need additional information to guide program management decisions. As stated in the *Joint Statement*, "...information about activities (e.g., permitting) is routinely reported each year and maintained in national data bases which we recognize must be maintained through existing comprehensive data systems." CPMs are not intended to be used to rank states against each other. They will be used to analyze and describe important environmental and programmatic trends among states. CPMs should be carefully used in a way that recognizes the context and quality of the information upon which they are based.

Any reports that use CPMs should emphasize that the results reflect the achievements of States and EPA working together. Performance results for CPMs may provide Congress and others with a gauge of the success of important components of the Nation's environmental programs in which the states and EPA play a major role. States are not directly responsible for fulfilling EPA's Government Performance and Results Act (GPRA) reporting requirements to Congress, but CPMs may represent a subset of the Agency's performance measures under GPRA. EPA intends that the information needed to report CPMs and other key reporting requirements described herein will satisfy any reporting EPA needs from States to meet EPA's GPRA reporting responsibilities.

## **Issue 2: Applicability of Core Performance Measures**

States and EPA have identified CPMs as part of the overall NEPPS process for reinventing the State/EPA partnership. As a result of the NEPPS Agreement, States are active participants in the development of the CPMs and of the "national picture" that CPMs paint. CPMs as such only apply to States participating in NEPPS; States not participating in NEPPS will continue to provide key information needed by EPA through State/EPA Agreements, grant work plans, or other operating agreements. States participating in NEPPS are presumed to incorporate all CPMs in their Performance Partnership Agreements with EPA, subject to the conditions described in Issue #3 below. Non-NEPPS states may voluntarily choose to utilize CPMs to track environmental progress. The great majority of data points needed for the CPMs jointly approved in April 1999 are already being reported by all states through national data systems (such as RCRIS and SDWIS) or other established mechanisms. This reporting should continue by NEPPS and non-NEPPS states alike unless otherwise agreed by States and EPA.

Where CPMs involve data States are already reporting to EPA, EPA's expectation is that such data will suffice to report the CPM, i.e., no duplicate reporting is expected. We recognize that CPMs that require new data may take a year or more to implement. If a CPM requires new data, EPA will work



with States (individually or collectively) to develop a plan to obtain the necessary data. This plan should articulate ways to manage, schedule, and finance any new data collection and reporting requirements. All States and Regions are encouraged to be flexible and creative in finding means to collect the needed data and report on these measures.

### **Issue 3: Flexibility in Using Core Performance Measures**

One of the most challenging aspects of implementing CPMs is balancing the need for consistent information with the need to accommodate the circumstances of individual States. As per the August 1997 Joint Statement, it is presumed that states participating in NEPPS will use the CPMs. If a particular CPM does not fit a State's or Region's situation, that measure may be modified, substituted, or eliminated in any given year, as agreed to by both the State and EPA. Good judgment and common sense should guide the determination to modify or eliminate a CPM under the circumstances described below. The State and EPA may jointly agree to deviate from particular CPMs where:

1. The CPM does not apply to a State's or Region's physical setting or environmental condition (e.g. ocean beach closures in a land-locked state).
2. The state does not have authority for the program to which the CPM applies (e.g., EPA still has primacy for the program).
3. Data for the CPM are not available or alternative data are more relevant in painting a picture of environmental progress (e.g., a state-based environmental data and/or performance management system provides a better description of environmental performance than the CPM). If data are unavailable, EPA and the State may agree upon a plan to develop the necessary data.
4. The State and EPA agree that the CPM or the work associated with it are not a high priority in the state (e.g. use of available resources to work on other activities is a higher priority in that state). In this case, the level of effort devoted to reporting that CPM should be negotiated as part of the NEPPS process.

The States and EPA also affirm joint efforts to continue pursuing innovative environmental projects and measurement systems that may improve the effectiveness of current and future CPMs.

#### **Issue 4: The Role of CPMs in Improving the Value/Reducing the Cost of Environmental Information (Burden Reduction)**

While the primary purpose of CPMs is better environmental information to support improved environmental management, the August, 1997 *Joint Statement* also contains a clear commitment to reducing the reporting of those outputs that are lower priority. It states: "We are committed to working together to reduce the overall reporting burden placed on states, especially that created by reporting on outputs... Over time, we hope to reduce unnecessary reporting and activity counting and streamline necessary reporting so that our time is spent sharing information on the nation's environmental and pollution problems."

Burden reduction is critical to maintaining and hopefully increasing the resources available for environmental protection. Both EPA and ECOS remain firmly committed to reducing high cost/low value reporting requirements on states and others and wish to accelerate progress toward this end. The Joint State/EPA Information Management Work Group has begun work on this charge. The Work Group has proposed an approach for assessing environmental information, including data reporting requirements, through an examination of the *value* of information (in understanding and making decisions to protect human health and the environment), as compared to its *cost* (including the work involved by all parties in data collection, management and reporting). The following direction is hereby provided to help guide and accelerate this process:

Application of the cost/value approach to examining burden reduction opportunities is hereby endorsed, and the Joint Work Group should continue to develop proposals to implement this approach. EPA and States need to work together to ensure that the reporting of CPM data is efficient and improvements in data collection and reporting are made where possible.

CPMs serve to frame discussions of what reporting meets the value/cost test, by spelling out what information EPA and States jointly believe to be highest priority. Information not necessary to support CPMs then becomes subject to review according to value/cost criteria, and is a candidate for burden reduction. Together, EPA and States (as well as other suppliers and users of environmental information) will work to ensure that they collect and share information that has "specific and demonstrable uses," as outlined in the *State/EPA Vision and Operating Principles for Environmental Information Management*. The Joint Work Group should, in coordination with EPA and ECOS CPM Work Groups, expeditiously design a process for accomplishing this review and identifying opportunities for burden reduction.

A State/Regional dialogue provides the best entry point for investigating what information -- especially information beyond that required to report on CPMs -- is needed for States and EPA to do their respective jobs. EPA and States need to create an atmosphere that promotes working together to explore possibilities for reducing high cost/low value reporting, and that encourages States and EPA Regions to test and apply specific initiatives to reduce high cost/low value reporting through their PPAs at the earliest possible time. EPA Regions should consult EPA national program offices prior to implementing any initiatives that change national reporting requirements. EPA and ECOS support the establishment of a clearinghouse of successful

initiatives and pilot projects in specific States and Regions to improve the value and reduce the cost of information.

**Extension of Joint Statement**

The *Joint Statement on Measuring Progress Under NEPPS*, signed in August 1997, applied to FY98 and FY99. It is hereby extended to apply for FY 2000 and beyond, during the life of the 1995 NEPPS Agreement, subject to the amendments and clarifications contained in this Joint Statement Addendum. Specific references in the original Joint Statement to CPMs for FY 98 or FY 99 are also amended to apply for FY 2000, and beyond, as applicable.

This Addendum is effective as of the date of signature.

_____ Robert Varney, New Hampshire DES, ECOS President	_____ Date	_____ Carol Browner, EPA Administrator	_____ Date
_____ Lewis Shaw, South Carolina DHEC, ECOS Vice-President	_____ Date	_____ Peter Robertson, EPA Deputy Administrator	_____ Date
_____ Langdon Marsh, Oregon DEQ, Administrator Chair, ECOS Strategic Planning Committee	_____ Date	_____ Linda Rimer EPA Deputy Associate	_____ Date
		_____ J. Charles Fox, EPA Assistant Administrator	_____ Date