

Department of Environmental Quality

• *Mission and philosophy*

Recognizing that pollution to the air, land and water of the state will imperil public health and welfare, it is the mission of the Wyoming Department of Environmental Quality to prevent, reduce and eliminate pollution; to preserve and enhance the air and water and to reclaim the land of the state; to work with Wyoming residents to plan the development, use, reclamation, preservation and enhancement of the state's air, land and water resources; and to retain for the state of Wyoming, control of its air, land and water resources.

The department recognizes that protecting the environment and quality of life requires a commitment to maintaining resources for the benefit of all residents as well as an understanding and respect for the challenges encountered by individuals involved in the responsible development of those resources. With a staff of professionals, the Department of Environmental Quality develops technically sound and achievable standards to prevent, reduce and, where possible, eliminate pollution, provides assistance to those required to meet those standards and mitigates social and economic impacts.

Department staff respond quickly to the public's concerns about the environment, and fairly consider and respect the wide divergence of interests affected by the department's actions. As a result of these efforts, all Wyoming residents and visitors can enjoy a high quality of life in a safe and clean environment.

• *Results of outcomes*

GOAL 1: Protect public health and the environment in Wyoming while responding to continued population growth and industrial development.

OBJECTIVE 1.1: Maintain an effective permitting process.

The percentage of facilities in Wyoming which have the potential to cause pollution that are properly permitted will be maximized.

The Air Quality Division conducts two permitting programs: the New Source Review (NSR) Program and the Operating Permit Program (OPP). The NSR program continues to process permits for new and modified sources. With the exception of oil and gas production facilities, the percentage of known facilities properly permitted remains at 95 percent. The division launched a substantial initiative in late 1995 to properly permit all existing oil and gas facilities in the state. To date about 24 percent of those known facilities are permitted and about 2 percent have applications in process. Another 74 percent have yet to formally file applications. The division will actively pursue compliance outreach in the coming year to ensure the remaining applications are submitted. The OPP is a relatively new program

General information

Dennis Hemmer, Director
Department of Environmental Quality
(307) 777-7758
122 West 25th Street,
Cheyenne, WY 82002

Agency contacts

Dan Olson,
Air Quality Administrator
Gary Beach,
Water Quality/Industrial Siting Administrator
Richard Chancellor,
Land Quality Administrator
David Finley,
Solid and Hazardous Waste Administrator
Stan Barnard,
Abandoned Mine Land Administrator
James S. Uzzell,
Management Services Administrator

Other locations

Lander, 250 Lincoln Street, 82520
Sheridan, 1043 Coffeen Avenue, Ste D, 82801
Casper, 3030 Energy Lane, Suite 200, 82604

Year established and reorganized

Established 1973, reorganized 1992

Statutory references

W.S. 35-11-102 through 35-12-119

Authorized number of personnel

Full-time 192, part-time 3

Organization structure

Administration, Air Quality Division, Water Quality Division, Land Quality Division, Industrial Siting Division, Solid and Hazardous Waste Division, Abandoned Mine Land Division.

Clients served

Residents and industry of Wyoming

Budget information

Operating Budget	
General Funds	\$ 2,664,716
Federal Funds	40,774,826
Other	12,299,252
Total	\$ 55,738,795

with permitting activities beginning in early 1996. Currently, Wyoming has 163 major sources subject to this program, all of which are required to be properly permitted within three years. Through June 1998, 118 operating permits and significant modifications to operating permits have been processed (72 percent) with an additional 25 (15 percent) draft permits in various stages of final review. In the Water Quality Division approximately 5 percent of facilities permitted during the year were found to have already been constructed without a permit. The Land Quality Division found six operations to be operating without a permit, and 99.4 percent have permits.

The Solid and Hazardous Waste Division found that out of all the known facilities that would require a permit, only three hazardous waste facilities and three municipal landfills do not have a completed permit. The permits for all six of these facilities are currently being worked and are at various stages of completion. The percentage is greater than 98 percent.

STRATEGY 1.1.a: DEQ will insure that permitting guidance documents are clearly written and well publicized, questions from prospective permittees are promptly answered, and that a tracking system is put in place to provide feedback on the status of permits being processed.

The percentage of permitting documents that are clarified as needed, publicized and made easily accessible to all prospective permittees will be maximized.

The Air Quality Division continued to revise guidance for oil and gas facility permitting along with industry specific permit application forms during FY 98. The general NSR permit forms still need to be updated. This task is scheduled for completion by January 1999. The OPP program has issued guidance for periodic monitoring of various pollutants, for compliance certification, and for applicability concerns for New Source Performance Standards. Guidance and permit application forms are available to prospective permittees through the DEQ Web site. All documents, with the exception of the general NSR permit form, are current. Estimated completion is 90 percent.

In 1997 the Water Quality Division initiated a prioritization of rules that needed updating to make permitting more efficient and make the rules more user friendly. The highest priority rules were started through the rule-making process. The division is proposing general permits for many types of activities which are low risk and have typical types of activities.

The Land Quality Division constantly reviews its regulations and permitting guidance documents and institutes changes as needed. A major rewrite of the in situ regulations was completed during the past year and will be promulgated during FY 99.

The Solid and Hazardous Waste Division rules were updated on January 27, 1998. Solid Waste Chapters 1, 2, 3, 6, 7 and 8 are expected to be updated in October 1998. Solid Waste Guideline #2 was

updated on July 30, 1998. All other solid waste guidelines are being reviewed for potential updates.

The percentage of permittee assistance requests responded to by DEQ to insure their applications are based on sound science and comply with all statutory and regulatory requirements and will be maximized.

All requests are responded to by DEQ.

The percentage of permit applicant status requests responded to in a timely manner (as judged by the requester) by DEQ will be maximized.

The Air Quality Division is legally required to respond in a certain time frame to all permit applications. With the oil and gas initiative and the requirements of the OPP, there has been a substantial increase in the NSR permitting area. The division has placed priority on processing permits for anticipated construction or modification, while continuing to process those existing oil and gas facilities as quickly as possible. Estimated overall percentage remains at 75 percent. The Water, Land, Industrial Siting and Solid and Hazardous Waste Divisions are also required to respond to permit applications in accordance with time frames contained in the rules. More than 94 percent of all permits were approved within the time frames established in the rules.

STRATEGY 1.1.b: DEQ will insure that existing permits are providing the level of environmental protection intended.

The percentage of permits that achieve the desired environmental protection will be maximized.

Currently, all DEQ permits are written to achieve maximum protection. However, some older permits were found in Land Quality Division to contain defects that did not achieve the desired protection. More than 98 percent achieved the output.

The percentage of permits where desired end results are not achieved that are subsequently modified to achieve the desired end results will be maximized.

Only a few older permits in Land Quality Division were discovered to contain defects; all were required to be modified. Fewer than 1 percent required modification.

OBJECTIVE 1.2: Maintain an effective compliance program.

The percentage of permitted facilities in Wyoming that are constructed and operated in accordance with applicable permits will be maximized.

The Air Quality Division performed about 227 source inspections and compliance determinations, 45 additional source contacts and observed 36 stack tests and about 40 continuous monitor certifications from July 1997 to June 1998. Enforcement actions occur as a result of these activities in addition to incident reports/notifications and referrals. Eleven enforcement actions were taken during FY 98 for facility violations. There are currently more than 3,000 air quality affected facilities listed on the division's database. Based on the number of inspections, stack tests, certifications and enforcement

actions, the estimated compliance rate is 96 percent.

There were 602 construction permits issued between July 1, 1996, and June 30, 1998, by the Water Quality Division (the majority of these permits are active for two years). There were 2,086 NPDES (National Pollution Discharge Elimination System) permits issued between July 1993 and June 1998 (these permits are active for five years). From July 1996 to June 1997 there were seven enforcement actions issued. The compliance rate for regulated facilities remains very high.

Of the 951 active permits in the Land Quality Division, 52 were issued Notices of Violations (NOVs) for non-compliance or a 95 percent compliance rate.

The Solid and Hazardous Waste Division conducted a total of approximately 251 inspections from July 1997 through June 1998. The approximate breakdown by category was as follows: 81 solid waste (landfills, storage/transfer), 115 RCRA facilities/generators (TSD, LQG, SQG/CESQG and used oil) and 55 complaint inspections. These inspections resulted in 28 sites that were considered for, or issued NOVs or other orders from July 1997 to June 1998. Achievement rate was 89 percent.

STRATEGY 1.2.a: DEQ will develop and implement an incentive based compliance policy to encourage voluntary compliance with operating standards and regulations.

The percentage of permitted facilities in the state that operate in compliance with operating standards and regulations without imposition of enforcement actions will be maximized.

The Air Quality Division maintains an aggressive program to assist facilities in identifying applicable regulatory requirements and pursuing violations which result. While only a portion of the total number of facilities can be inspected annually, the compliance percentage remains high as noted above, for 96 percent achievement of output.

The Water Quality Division maintains a program to assist operators with compliance issues. A very active outreach program is maintained for the Aboveground/Underground Storage Tank Program to advise regulated entities on compliance requirements. All programs follow a conference and conciliation process that encourages voluntary and prompt return to compliance when violations are encountered.

Within the Land Quality Division 95 percent of the permitted facilities were found to be in compliance.

The Industrial Siting Division continuously works with a permittee after a permit is issued to assure that permit conditions are met. This proactive relationship between permittee and agency has resulted in 100 percent compliance during the reporting period.

The Solid and Hazardous Waste Division conducted a total of approximately 251 inspections from July 1997 through June 1998. These inspections resulted in 28 sites that were considered for, or issued, NOV's or other orders from July 1997 to June 1998. Output achievement rate was 89 percent.

STRATEGY 1.2.b DEQ will adopt a standardized enforcement policy which provides uniform and consistent responses if violations are discovered.

The percentage of standardized, predictable enforcement actions taken in response to permit violations will be maximized.

All violations were resolved in accordance with the appropriate enforcement policies and procedures.

OBJECTIVE 1.3. DEQ will collect, manage and analyze data on ambient conditions throughout the state to document existing environmental quality, verify the effectiveness of the permitting and compliance programs, and identify any negative trends for management attention.

The percentage of ambient monitoring data collected, managed, and analyzed will be optimized to provide valid, reliable and affordable measurement of the state's environmental quality.

The Air Quality Division manages, collects, and analyzes data collected by a network of ambient monitors located throughout the state. The monitors are sited with the primary objective of measuring maximum expected ambient air quality levels and comparing measured concentrations against applicable state and federal standards. In addition to the state network, more than 25 private networks are operated by Wyoming industry. These networks gather data to determine the effectiveness of the Air Quality Division permitting and compliance programs. The Air Quality Division also invested considerable effort in review and analysis of visibility and deposition data collected in the Bridger Wilderness as part of the long term visibility SIP and in response to oil and gas permitting in southwest Wyoming.

The Water Quality Division continued its long term ambient monitoring program with the U.S. Geological Survey (USGS) and completed about two-thirds of a new reference area approach for determining baseline conditions and water quality trends in impaired stream segments. During the spring of 1998, the program developed a comprehensive monitoring plan to monitor target waterbodies through the state over a five year period and conduct required NPDES monitoring.

The Land Quality Division is not required to conduct ambient monitoring. The only type of data that the SHWD could apply to this outcome would be data from up gradient groundwater monitoring wells. This data is not collected, managed and analyzed by the SHWD on a trackable basis.

STRATEGY 1.3.a: DEQ will maintain a statewide ambient monitoring effort.

Percentage of data collection locations and frequency of collection will be optimized to confirm maintenance of environmental quality and identify any negative trends for management attention.

Only the Air and Water Quality Divisions collect ambient monitoring data. During calendar year

1997, a percentage or data recovery rate for the Air Quality Division ambient monitoring network was 89.3 percent. This network consists of 33 ambient particulate monitors located at 14 sites throughout the state. Due to road sanding and dust reentrainment, an exceedance of the state total suspended particulate (TSP) standard occurred during the winter months of 1997 at the Jackson monitoring station which recorded three 24-hour TSP concentrations in excess of 150 micrograms per cubic meter. The state TSP standard allows only one 24 hour concentration in excess of 150 micrograms per cubic meter each year. No violation of the PM10 24 hour state or federal particulate matter standards was recorded at any Air Quality Division monitoring site. The Water Quality Division continues to collect ambient monitoring data through a combination of methods. These include long term fixed station monitoring through the SGS at 35 sites. Through cost share funding Water Quality Division also obtains ambient monitoring data through water quality assessment projects (205j projects). Finally, 319 demonstration projects also include ambient monitoring data to define trends and success of BMPs. All of these data and trends are reported biennially in the Water Quality Assessment Report.

STRATEGY 1.3.b: DEQ will access other available ambient sampling data to fill gaps in the database as required for accurate and valid analysis of the state's environmental quality.

The percentage of representative data points accessed from cooperating government agencies, academia and other available sources to fill gaps in the database will be optimized to support analysis of the state's environmental quality.

Only the Air and Water Quality Divisions collect ambient monitoring data. The Air Quality Division receives ambient monitoring data from more than 100 privately operated air quality monitoring sites, which collect data following identical guidelines and procedures as used at the Air Quality Division sites. During 1997/1998, private sites located in the Powder River Basin had an overall recovery rate of 91.3 percent, while southwest Wyoming trona facility networks had an overall recovery rate of 94.1 percent. In addition, the division accessed data from the IMPROVE monitoring network, NADP monitoring network, NDDN monitoring network and the Forest Service Lake Chemistry data as part of the review of the oil and gas development and the Long Term Visibility SIP. The division expended efforts to assemble all environmental data available for review in the wilderness. The Water Quality Division has moved to a more objective process of data collection. Trends and impairments in waterbodies must now be documented through credible data, which includes compositions of chemical, physical and biological in most cases. The division began work on the 1998 Water Quality Assessment Report.

OBJECTIVE 1.4: DEQ will expand pollution prevention efforts in all media to support reduction in pollutants from both existing and new developments.

The percentage of facilities using pollution prevention techniques to reduce pollutant introduction into the environment will be maximized.

There is no record or tracking of this information. Information is being collected to determine the current level of pollution prevention and then to track additional efforts by operators.

STRATEGY 1.4.a: DEQ will educate businesses, government agencies and the general public on the principles of pollution prevention.

The percentage of entities contacted that access DEQ-provided pollution prevention information on how to limit their negative impact on the environment will be maximized.

No data has been collected to respond to this output according to personnel. The inspectors will also document their contacts in order to respond to this output in the future.

STRATEGY 1.4.b: DEQ will develop incentives that encourage and reward voluntary pollution prevention actions.

The percentage of entities motivated by DEQ pollution prevention incentives to reduce the release of pollutants into the state's environment will be maximized.

Data is not available to respond to this output according to pollution prevention personnel.

OBJECTIVE 1.5: DEQ will identify, prioritize and remediate environmentally impacted sites to protect public health and the environment.

The percentage of environmentally impacted sites posing a health risk to the public or significant damage to the environment that are identified, prioritized and remediated will be maximized.

In the Water Quality Division all known sites for which responsible parties exist have been prioritized; the highest priority sites are given the primary focus, and all sites are in active remediation. The division is currently working with 105 sites. The majority of these sites are in voluntary remediation, meaning that no enforcement action was necessary to initiate remedial action.

Land Quality Division, Abandoned Mine Lands Division, and the Solid and Hazardous Waste Division have identified and prioritized those impacted sites that pose a threat to the public or environment. All sites identified as a threat to human health and the environment are being addressed.

STRATEGY 1.5.a: DEQ will facilitate timely cleanup of all environmentally impacted sites with identified responsible parties.

The percentage of environmentally impacted sites for which responsible parties are known that are entered into remediation will be maximized.

All known sites are being prioritized and addressed.

STRATEGY 1.5.b: DEQ will establish a working group to determine priorities, best cleanup technologies and potential funding sources for environmentally impacted sites without identified responsible parties.

The percentage of remaining environmentally impacted sites for which remediation priorities are established, remediation technologies recommended and potential funding source alternatives identified will be maximized.

The working group has not been formed, therefore, this output has not been addressed.

OBJECTIVE 1.6: DEQ will achieve consensus among interested parties on the appropriate mix of funding sources to support required monitoring and program management functions.

The percentage of fiscal resources needed to reliably support continued and effective department programs will be maximized.

Administration is 100 percent general funded. However, the indirect cost rate reimburses the state for the federal share of Administration's expenditures.

The Air Quality Division receives 10 percent of its funds from the state budget, 20 percent from EPA (Environmental Protection Agency) grant resources and 70 percent from emissions and permit fees.

Currently Water Quality Division gets 70 percent of its funding from federal funds and 30 percent from general fund. It has no fee programs to reimburse costs of the program. Although Water Quality Division has conducted an internal evaluation of fee options, no external workgroup has been created to develop consensus on funding options.

Within the Land Quality Division the coal program is 84 percent federally funded and 16 percent state funded; the non-coal program is 100 percent state funded; the UIC program is 75 percent federally funded and 25 percent state funded; and the DOE remediation program is 100 percent federally funded. ISA has a permit fee structure which essentially reimbursed the division for all costs associated with permitting a facility. State funds cover the costs of operations and monitoring of permits. Currently the Solid Waste Program gets 100 percent of its funds from the state budget. The Hazardous Waste and Corrective Action Program obtains 25 percent of its funds from state and other resources (permit fees, state budget) and 75 percent from EPA grant resources. The Abandoned Mine Lands Division program is 100 percent federal funds.

STRATEGY 1.6.a: DEQ will obtain a mix of funding sources (the state budget, grants, permitting fees and enforcement actions) to minimize the release of pollutants into the environment and optimize fiscal resources to support department programs.

The percentage of pollutants released into the environment from existing facilities and new developments will be minimized.

Pollutant emissions into the air from major sources are presumed to be minimized by the imposition of fees by the Air Quality Division based on the amount of pollutants actually emitted. Within the Water Quality Division output is not driven by fee costs, but by permit limits. Through permits, the division limits the amount of pollutant release to protect the beneficial uses of all water bodies. For the Land Quality Division and Solid and Hazardous Waste Division this output is not able to be answered because the percentage of pollutants released into the environment are not tracked.

The percentage of fiscal resources made available to support continued efficient operation of the department will be maximized.

Administration is 100 percent general funded. However, the indirect cost rate reimburses the state for the federal share of Administration's expenditures. With more than 70 percent of the Air Quality Division budget fee based, and with the ability to modify the fee structure as necessary to continue effective operation, the process is maximized. In Water Quality Division this output is not driven by fee costs, but by permit limits. Land Quality Division developed a proposal to obtain additional funding for its non-coal program through the use of permit review fees; however, it did not have sufficient support for introduction during the 1998 legislative session. Currently the Solid Waste Program gets 100 percent of its funds from the state budget. The Hazardous Waste and Corrective Action Program obtains 25 percent of its funds from state resources (permit fees, state budget) and 75 percent from EPA grant resources.

OBJECTIVE 1.7: Establish a disaster response capability to support the governor and the Wyoming Emergency Management Agency in responding to emergencies with environmental impacts anywhere in the state.

The percentage of information on environmental impacts and related technical advice provided to support crisis decisions will be maximized.

DEQ provides expertise in responding to spills and emergency response, when requested, but does not act as a first responder. An actual count for this output is not available.

STRATEGY 1.7.a: DEQ will identify, train and equip technical experts in each environmental medium to support disaster response activities.

The percentage of instances in which DEQ experts properly respond to requests for support to disaster response requirements will be maximized.

An emergency response position has been created and will meet the above strategy in the upcoming year. The department was not requested to provide support to a disaster response activity.

GOAL II: To provide the highest quality services, the department will maintain a highly motivated, productive and well-trained professional staff.

OBJECTIVE 2.1: Attract and keep top quality employees.

The percentage of department staff and management personnel that are fully qualified professionals, experienced in their respective areas of responsibility and increasingly knowledgeable of department policies and procedures will be maximized.

There are 194 full time personnel in DEQ. Of these, 19 individuals have been with the division for less than one year and 118 individuals have been with the division for a period of five years or longer.

STRATEGY 2.1.a: DEQ will actively recruit new high quality employees with well advertised vacancy announcements, positive interviews emphasizing position attributes and quality of life benefits, state supported educational benefits and professional growth opportunities.

The percentage of positions filled with fully qualified and experienced personnel will be maximized.

Sixteen positions were filled from July 1997 to June 1998. All personnel were fully qualified with varying degrees of experience.

STRATEGY 2.1.b : DEQ will improve employee working conditions with equipment efficiency upgrades and increased schedule/workplace flexibility, and recognize employee accomplishments with special financial considerations, leave bonuses and promotion opportunities.

The percentage of employees satisfied with their jobs and remaining in the department from year to year will be maximized.

From July 1997 to June 1998, 11 individuals left the department; 94 percent of employees stayed with the department.

OBJECTIVE 2.2 Support professional growth of staff.

The percentage of staff with in-house training, effective supervisory appraisals and job advancement counseling will be maximized.

Data was not collected to show the percentage of employees who received job related or supervisory training. However, all employees have a training (job growth) plan associated with their performance appraisal and the majority of employees receive training in line with their job growth plan, including supervisory training for supervisors.

STRATEGY 2.2.a: DEQ will provide formal training for new personnel in state government organization, department procedures and issues involving their specific job responsibilities.

The percentage of employees completing this training within one month of assuming their positions will be maximized.

All new employees had "formal training" regard-

ing the government organization and department procedures. Training in specific technical areas is maximized through telecourses as available, but this method does not meet the one month criteria. Job responsibilities were discussed with each employee by their immediate supervisor. Many new employees attended external training during their first year of employment. Output achievement rate was more than 98 percent.

STRATEGY 2.2.b: DEQ will provide honest, direct and timely feedback to all staff members on performance of their assigned tasks and opportunity for higher levels of responsibility.

The percentage of employees informed on their individual performance, effectiveness in supporting overall department goals and potential for advancement will be maximized.

All performance appraisals have been completed. Through performance appraisals, all employees receive feedback on their accomplishments and activities that require corrective action. Also, employees are routinely provided new assignments, opportunities for growth and on the job development.

STRATEGY 2.2.c: DEQ will encourage cross flow of staff into other department functions.

The percentage of employees that expand their professional skills by branching out into other disciplines within the department will be optimized.

From July 1997 to June 1998 three individuals left their jobs in one division and moved to another division within the department.

OBJECTIVE 2.3 Improve department management skills

The percentage of administrators, program managers and potential new management accessions that receive supervisory training, management seminars or mentoring will be maximized.

Management training was difficult to measure and varied greatly between divisions. In Administration all four supervisors received some type of management training, while Air Quality reported 25 percent of management received training. Approximately 80 percent of management personnel received some sort of supervisory or management training in Water Quality, while 50 percent of Land Quality management personnel received training. Only 20 percent of the SHWD staff had training or mentoring. All Abandoned Mine Lands Division management personnel had supervisory training or mentoring.

STRATEGY 2.3.a: DEQ will provide initial and recurring supervisory training and/or off-site seminars for management level personnel.

The percentage of management personnel that participate in these programs will be maximized.

Less than 10 percent of this output was achieved.

STRATEGY 2.3.b: DEQ will develop and implement a mentoring program to develop management skills for subordinate staff.

The percentage of subordinate staff members who have the aptitude and desire for higher levels of responsibility that are mentored for promotion to management level positions will be maximized.

Since mentoring is done at the division level, following is a breakdown of results by division:

■ ADM – No formal mentoring program was instituted.

■ AQD – Of the 41 members of the AQD staff, four are being mentored for promotion to management level positions.

■ WQD – Of the division staff, approximately 10 percent have shown capability and skills in upper management and are being mentored for higher management positions.

■ LQD – No formal mentoring program was instituted.

■ ISA – The only staff person is being given additional responsibilities as a mentoring program for professional growth, increased capacity and development of skills for higher opportunities in the department or other agencies of state government.

■ SWD – Of the 18 members of the SHWD staff, only one responded to a survey as to having been mentored.

■ AML – Of the nine members of the AML Staff, one is being mentored for a promotion to management level position.

GOAL III: Ensure the future protection of public health and the environment by anticipating potential problems and identifying innovative solutions to deal with them before they cause negative impact on the state.

OBJECTIVE 3.1: Conduct a one-year study to proactively identify future environmental challenges and explore innovative approaches to deal with those challenges.

The percentage of potential future environmental problem areas identified and alternatives to deal with those problems articulated, will be maximized.

Although no one-year study was conducted, DEQ continued to evaluate innovative solutions to achieve pollution prevention and to deal with the challenges of a changing environment. The pollution prevention incentives include planning tools, identification of threats and implementation of measures to avoid problems before they occur.

STRATEGY 3.1.a: DEQ will identify representatives for this multi-disciplinary team and task them to accomplish study.

The percentage of potential environmental problems and innovative solutions identified by the team will be maximized.

The team was not formed.

STRATEGY 3.1.b: DEQ will develop a pilot project to evaluate study team proposals.

The percentage of success in demonstrating the

success of the pilot project to validate the study team proposals will be maximized.

The team was not formed.

OBJECTIVE 3.2: Develop ways to assist local communities in dealing with problems associated with rapid population growth and industrial development.

The percentage of communities that maintain their level of environmental quality in spite of population growth and/or industrial development will be maximized.

This outcome was not measured. However, DEQ divisions worked with several communities on the development of programs to protect their environment. These opportunities were not limited to growth communities but all communities of the state. DEQ provided technical assistance to communities, and discussed wastewater treatment system problems, mining and past mining issues, and ways of extending the life of municipal landfills using recycling during inspections. Landfill permits require the operators to estimate their four year capacity which allows the communities to look at options as the landfill approaches capacity.

The department has worked with the growth communities of Gillette, Wright, Douglas, Rock Springs and Green River on new proposed industrial activities and expansions to assess and assure that socio-economic impacts associated with this growth is anticipated and that plans are set in place to minimize the adverse impacts. AML worked with mining impacted communities to help minimize the impact.

STRATEGY 3.2.a: DEQ will provide technical and planning assistance to identify, assess and avert or mitigate health risks and/or pollution impacts due to rapid population growth and industrial development.

The percentage of counties and municipalities across the state that benefit from DEQ support will be maximized.

Counties and municipalities are encouraged to seek assistance from DEQ with any problem or project. While no specific numbers were kept, the different divisions assisted numerous counties and municipalities. This output was achieved.

GOAL IV: Increase understanding and support of department activities.

OBJECTIVE 4.1: Define, provide supporting rationale and openly communicate the department mission, goals and programmatic information to those affected by DEQ actions.

The percentage of those affected by the department's actions who are confident in DEQ's commitment to the environment and supportive of the program management philosophy will be maximized.

No definite numbers are available to determine a percentage. The general impression from talking with staff and managers indicates that most of the regulated community and the public are supportive

of the program. This output was 90 percent achieved.

STRATEGY 4.1.a: DEQ will identify all those affected by its actions.

The percentage of those affected by DEQ actions identified for department staff and management will be maximized.

DEQ identifies stakeholder groups as those parties that are identified in the statutes as requiring notification. All were notified and proposed actions when applicable.

STRATEGY 4.1.b: DEQ will develop mechanisms (meetings, newsletters, public news releases, electronic media links, etc.) to clearly articulate departmental responsibilities and program decisions to those affected by them.

The percentage of departmental policy and programmatic information openly shared between the department and those affected by its actions will be maximized.

DEQ administration maintains and continues to enhance the departments Web site, which includes a page for each division. These pages enable any interested party to access all the current policies, rules and regulations, along with permit application forms, guidance documents and pollution prevention and recycling information. Newsletters and public notices are published, when applicable, concerning actions by a division or by facilities regulated by a division. Public meetings are also held when appropriate, such as during public comment periods for rules and regulations revisions. All information is shared with anyone requesting the information, especially those directly affected by DEQ actions.

DEQ will continue its emphasis on early outreach activities to allow residents to have early input into actions or decisions that are being contemplated. The Water Quality Division continues to develop and mail out the "Tank Talk" newsletter to owners/operators of underground storage tanks, advising these stakeholders on new happenings, technology and critical compliance information.

RCRA training workshops were held in the last year to assist the public in understanding rules and regulations. Owner/operators are assisted by SHWD staff during self audits. Solid Waste gave presentations to industry, municipal and county personnel during the annual two-day Wyoming Solid Waste Management Association Seminar. This output was achieved.

• Strategic plan changes

During the last year the Department of Environmental Quality (DEQ) has accomplished much, and learned much about strategic planning. DEQ has met and exceeded many of its projected outcomes and outputs. At the same time DEQ has learned that many of the measurements listed in the strategic plan were impossible to measure accurately and did not truly reflect its accomplishments. DEQ is a reactive agency with a large amount of its time and resources used in response to unique events. It is dif-

ficult to anticipate and measure this type of activity under a traditional strategic plan. From this experience DEQ has rewritten its strategic plan.

While the mission and philosophy of the department remains the same, DEQ has broadened the scope of each goal while reducing the total number of goals. This approach better encompasses the diverse activities of DEQ while facilitating the measurement of outcomes and outputs

Department of Environmental Quality organization chart

