

Department of Environmental Quality

❖ *Mission and philosophy*

Mission Statement: "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 citizens 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."

Philosophy: 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 also respond quickly to the public's concerns about the environment and fairly consider and respect the wide divergence of interests that are 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.

Outcome: Where permits are required by law, the percentage of facilities in Wyoming that are properly permitted will be maximized.

Results: 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 50 percent of those known facilities have been addressed, and currently about 10 per-

General information

Dennis Hemmer, Director, DEQ

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
Evan Green, Abandoned Mine Land Administrator
James S. Uzzell, Management Services Administrator

Department of Environmental Quality
307/777-7758
122 West 25th St.
Cheyenne, WY 82002

Other locations

Lander, 250 Lincoln St., 82520; Sheridan, 1043 Coffeen Ave. Suite D, 82801; and 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

Number of authorized personnel

200 full-time, three part-time

Organizational 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 - expenditures for the report period, (Year Ending June 30, 1999):

General funds	\$2,857,554
Federal funds	33,756,549
Other	10,139,588
Total	\$ 43,753,691

These figures are preliminary and are presented as unaudited estimates only. Figures have not been adjusted to reflect inter or intra agency transfers. Due to the timing of the fiscal year and the due date of this report, exact final figures are not yet available. Final figures will be published in the State of Wyoming Consolidated Annual Financial Report.

cent have applications in process. Another 40 percent have yet to formally file applications. The division will continue to pursue compliance outreach in the coming year to ensure the remaining applications are submitted. The OPP is a relatively new program with permitting activities beginning in early 1996. Currently, Wyoming has 160 major sources initially subject to this program, all of which were required to be properly permitted within three years. Through July 1999, 150 operating permits and significant modifications to operating permits have been processed with the final 14 draft initial permits in various stages of final review for a completion rate of 91 percent.

Of all facilities requiring a Water Quality Division (WQD) permit, 98.7 percent have been permitted before the activity was initiated.

During the reporting period, Land Quality identified four operations without the required permit or authorization. The Land Quality Division currently has 840 active permits resulting in a 99.5 percent compliance rate for this outcome.

All facilities requiring a permit under the Industrial Siting Act have been permitted.

There are 54 municipal solid waste landfills currently operating within the state. Three of these facilities are not yet permitted. The percentage of permitted municipal solid waste landfills is 94 percent. One hundred percent of the state's solid waste treatment facilities and 100 percent of the state's industrial solid waste landfills are permitted. There are nine hazardous waste treatment, storage and disposal facilities within the state. Seven of these are closed facilities, and two are currently operating. All of these facilities are required to have permits. Three hazardous waste facilities are not yet permitted.

Strategy 1.1.a: DEQ will ensure that permits are providing the level of environmental protection intended and needed.

Output: The number of facilities that show deficiencies resulting from inadequate permits will be minimized.

Results: Of the 697 permitting actions taken by the Air Quality Division during the current period, revisions were made to 10 permits (1.5 percent) to correct errors or to clarify requirements.

The Water Quality Division has found that many of the older construction permits for wastewater treatment systems are defective, with respect to protection of groundwater. The division is correcting these deficiencies as newer permits are issued and working to correct the shortcomings in the older permits.

The Land Quality Division identifies "permit deficiencies." Permit deficiencies are defined as activities causing environmental harm that are not also permit violations. During the year, Land Quality found no permit deficiencies.

All permits are monitored by the Industrial Siting Division and all have been found to be effective and adequate.

No solid waste or hazardous waste permits have been identified in the reporting period as being inadequate or requiring revision.

Strategy 1.1.b DEQ will ensure that permitting guidance documents are clearly written and well publicized and that questions from prospective permittees are promptly answered.

Output: The average number of review cycles for permit applications will be minimized.

Results: The Air Quality Division issued new guidance for oil and gas facility permitting along with industry-specific permit application forms in December 1998. The general NSR permit forms still need updating. This task is scheduled for completion by January 1999. On average, only one review cycle is required for oil and gas applications, while for non-oil and gas applications there are on average two review cycles. 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 95 percent.

In the Water Quality Division, all National Pollution Discharge Elimination System (NPDES) permits went through the traditional single review cycle. All construction and Underground Injection Control (UIC) permits averaged two review cycles to render complete applications. In some cases, up to three reviews were performed to render a complete application, which is too many cycles for efficient permitting.

In the Land Quality Division the average number of permit review cycles prior to permit issuance was two.

During this reporting period, no new permits were processed under the Industrial Siting Act.

Solid waste guideline #2 was updated on Aug. 5, 1998. Solid waste rule chapters 1, 2, 3, 6, 7 and 8 were revised on Oct. 15, 1998. During the reporting period, most solid waste permit applications were reviewed within two to three review cycles.

The state's hazardous waste rules require that there must be no more than two review cycles each for a completeness determination and technical evaluation. During the reporting period, the Solid and Hazardous Waste Division issued a final hazardous waste permit to the Union Pacific Railroad for its tie treatment plant in Laramie. Hazardous waste permitting staff worked closely with UPRR to ensure an effective and expeditious permitting process.

Objective 1.2: Maintain an effective compliance program.

Outcome: The percentage of facilities in Wyoming that are constructed and operated in accordance with applicable standards will be maximized.

Results: The Air Quality Division performed about 213 source inspections and 124 compliance determinations and observed 86 stack tests and about 40 continuous monitor certifications from July 1998 to June 1999. Enforcement actions occur as a result of these activities in addition to incident reports/notifications and referrals. There were 28 enforcement actions taken during FY99 for facility violations.

More than 98 percent of the facilities permitted by the Water Quality Division are being operated in substantial compliance with their permits and applicable standards.

Of the 840 active permits in Land Quality, 16 different operations were issued notices of violation (NOVs) for non-compliance, resulting in a 98.1 percent compliance rate.

All facilities under the Industrial Siting Act have been constructed and operated in accordance with the permit requirements.

The Solid and Hazardous Waste Division conducted a total of approximately 273 inspections from July 1998 through June 1999. The approximate breakdown by category was 95 solid waste (landfills, storage/transfer); 114 Resource Conservation and Recovery Act (RCRA) facilities/generators including Treatment, Storage and Disposal Facilities (TSD), Large Quantity Generators (LQG), Small Quantity Generators/Conditionally Exempt Small Quantity Generators (SQG/CESQG) and used oil; and 64 complaint inspections. These inspections resulted in 20 sites that were considered for or issued NOVs or other orders from July 1998 to June 1999. Estimated percentage was 93 percent.

Strategy 1.2.a: DEQ will maintain an effective inspection program to ensure compliance with applicable permits and/or environmental standards.

Output: The percentage of facilities in the state that operate in substantial compliance with permits and/or environmental standards and regulations will be maximized.

Results: There are currently more than 3,000 air quality affected facilities listed in the Air Quality Division's database. Based on the number of inspections, stack tests, certifications and enforcement actions, the estimated compliance rate is 93.4 percent.

More than 98 percent of the facilities permitted by the Water Quality Division are being operated in substantial compliance with their permits and applicable standards.

In Land Quality, 98.1 percent of the permitted facilities were found to be in compliance.

All facilities under the Industrial Siting Act have been constructed and operated in accordance with the permit requirements.

The Solid and Hazardous Waste Division conducted a total of 273 inspections from July 1998 through June 1999. The breakdown by category was 95 solid waste (landfills, storage/transfer), 114 RCRA facilities/generators (TSD, LQG, SQG/CESQG and used oil) and 64 complaint inspections. These inspections

resulted in 20 sites that were considered for or issued NOVs or other orders from July 1998 to June 1999. Estimated percentage was 93 percent.

Strategy 1.2.b: DEQ will adopt a standardized enforcement policy that provides uniform and consistent responses to violations.

Output: A standardized enforcement policy is adopted.

Results: DEQ did not adopt a standardized department-wide enforcement policy. However, all violations were resolved in accordance with the appropriate enforcement policies and procedures for the division involved.

Objective 1.3: DEQ will collect, manage and analyze data on ambient conditions throughout the state to document existing environmental quality and identify trends for management attention.

Outcome: The ambient monitoring data collected, managed and analyzed will provide a valid, reliable and affordable measurement of the state's environmental quality.

Results: 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 state implementation plan (SIP) and in response to oil and gas permitting in southwest Wyoming. With the promulgation of federal particulate standards for PM_{2.5}, a network of three monitoring sites was established during the fall of 1998. Additional sites are scheduled for FY00.

The Water Quality Division developed in 1998 a five-year comprehensive surface water monitoring plan. The division initiated the first year of monitoring under this plan. The Water Quality Division is also developing a complementary groundwater protection strategy, which will include a monitoring plan.

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

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

Results: During calendar year 1998, the percentage of data recovery rate for the Air Quality Division ambient monitoring network was 87.6 percent. This

network consists of 40 ambient particulate monitors located at 14 sites throughout the state. An exceedance of the state total suspended particulate (TSP) standard occurred during March of 1998 at the Sheridan Central Middle School monitoring station, which recorded one 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. Therefore, while an exceedance did occur, no violation of the state TSP standard was recorded. No violation of either the 24-hour or annual state or federal PM10 particulate matter standards was recorded at any Air Quality Division monitoring site. The Air Quality Division also 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 calendar year 1998, private sites located in the Powder River Basin had an overall recovery rate of 94.2 percent, while southwest Wyoming trona facility networks had an overall recovery rate of 96.8 percent. No violation of either the 24-hour or annual state or federal PM10 particulate matter standards was recorded at any private monitoring site.

For the Water Quality Division, 30 percent of the waters contained in the five-year comprehensive surface water monitoring plan were monitored in 1998. An additional 25 percent are scheduled for monitoring in 1999. A monitoring schedule has yet to be developed for the groundwater protection strategy.

Objective 1.4: DEQ will identify, prioritize and remediate sites posing a public health or environmental threat and will establish a disaster assistance capability.

Outcome: The percentage of known sites posing a health risk to the public or significant threat to the environment that are prioritized and scheduled for remediation will be maximized.

Results: Currently, 42 percent of known contaminated Leaking Underground Storage Tank Sites have been remediated or are within a remediation project.

During the year, Land Quality required bond forfeiture at four different mine sites. All are either under reclamation or are prioritized and scheduled for remediation.

Nine solid waste facilities have been identified as posing a threat to public health or the environment, and several more are being investigated by the Solid and Hazardous Waste Division. Of the nine sites that have been identified, all are actively investigating the extent of groundwater contamination and evaluating potential remediation options.

The Solid and Hazardous Waste Division has established corrective action requirements for all of the nine hazardous waste treatment, storage and disposal facilities within the state. The division reports that all known contaminated sites have been prioritized and are being addressed by responsible parties.

The Abandoned Mine Land Division will continue to identify and inventory eligible abandoned mine or mining-related sites posing a public health or environmental threat. These sites will be prioritized and remediated. The division has initiated a statewide inventory process to gather information on the risk level of known sites and to identify and evaluate new sites.

Strategy 1.4.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.

Output: The percentage of remaining environmentally impacted sites for which remediation priorities are established and remediation technologies recommended will be maximized.

Results: DEQ has not established remediation priorities for contaminated sites where there are no identified responsible parties. DEQ has proposed draft legislation that would establish an orphan site remediation fund, allowing DEQ to take measures to correct environmental contamination at orphan sites, and DEQ anticipates that this draft legislation will be considered in the year 2000 session of the Wyoming Legislature.

The Abandoned Mine Land Division continues to participate in and provide funding for reclamation research projects at the University of Wyoming. The Abandoned Mine Land Division, to the extent possible given the funding returned to the state for reclamation, continues to prioritize and remediate environmentally impacted sites.

Output: Potential funding sources for remediation of high risk sites will be identified.

Results: The Abandoned Mine Land Division coordinates funding, especially for public facilities projects, with other state and federal agencies. The division is in the process of executing a cooperative agreement with the Bureau of Land Management (BLM) to share funding of remediation of high risk sites on BLM land.

DEQ has proposed legislation to establish an orphan site (sites where the release of hazardous substances has occurred) cleanup fund, for consideration in the year 2000 session of the Wyoming Legislature.

Strategy 1.4.c: DEQ will establish and maintain appropriate disaster assistance capabilities.

Output: The percentage of instances in which DEQ experts provide technical assistance when requested by disaster response personnel will be maximized.

Results: The agency did not receive any requests for disaster assistance during the year. However, DEQ did train and participate in the Federal Emergency Management Agency/Wyoming Emergency Management Agency (FEMA/WEMA) integrated emergency management exercise and has assigned personnel on the Radiological Response Team, the State

Emergency Response Commission (SERC) and the U.S. Environmental Protection Agency (EPA) Regional Response Team. DEQ has also developed an emergency response plan and is part of the state's emergency response plan.

Goal II: Ensure highest quality human resources to support the department's mission.

Objective 2.1: Provide the highest quality services by maintaining a highly motivated, productive and well-trained professional staff.

Outcome: Successful fulfillment of the department's mission by implementing the goals and objectives of this plan.

Results: During the reporting period, all DEQ divisions worked toward the successful fulfillment of the department's mission by implementing the goals and objectives of this strategic plan.

Strategy 2.1.a: Attract and keep top quality employees.

Output: The percentage of employees that receive "exceeds expectations" ratings and remain in the department from year to year will be maximized.

Results: Of the 42 employees of the Air Quality Division, 38, or 90 percent, have been with the division for at least two years. Of the remaining five employees, two filled existing vacancies, one replaced an employee who left to begin his own business, one replaced an employee who took a position elsewhere in state government and one replaced an employee who retired from state service.

Of the 43 employees of the Air Quality Division, 37, or 86 percent, have been with the division for at least two years.

The Abandoned Mine Land Division will continue efforts to recognize and reward exceptional performance by employees within the division. With the exception of a newly appointed administrator, all Abandoned Mine Land employees have been with the division for five years or more. Several transferred to the Abandoned Mine Land Division from other DEQ divisions. The Abandoned Mine Land Division encourages employees to engage in professional development through regular training, attendance at professional conferences and the distribution of informational materials.

One hundred percent of the Solid and Hazardous Waste Division employees received "exceeds expectations" ratings during annual performance appraisals. One Solid and Hazardous Waste Division employee terminated his employment with the division and moved to another position within the department.

All administration employees remained in DEQ and administration.

Strategy 2.1.b: Support professional growth of staff.

Output: The percentage of staff that expand their professional skills through training will be maximized.

Results: Of the 43 employees of the Air Quality

Division, 33, or 76 percent, received some type of training in the form of classes, workshops or self-instructional telecourses.

All professional staff in the Water Quality Division have received some form of professional training to expand their job related skills.

Of the Land Quality staff in place at the end of the year, 79 percent received professional training during the year.

Industrial Siting Division invested in continuing education for a staff member to fulfill the role of webmaster for the agency.

All professional staff within the Solid and Hazardous Waste Division were able to attend training relevant to their job functions within the reporting period.

Abandoned Mine Land Division employees regularly received training on a variety of topics: computer use, electronic and remote data retrieval and utilization, mining, reclamation, management and work skills.

Of the 21 staff members within administration, all were able to attend some training relevant to their job functions within the reporting period.

Output: The percentage of employees that expand their professional skills by cross-training into other disciplines within the department will be optimized.

Results: Of the 33 employees of the Air Quality Division receiving training during this period, six, or 18 percent, received cross-training into other disciplines within the division or department.

In the Water Quality Division, 75 percent of the employees have participated in cross-training so that they understand how to perform duties outside their scope of work. This builds capacity for the agency and facilitates job satisfaction.

The Land Quality Division encourages its employees to cross train in and across division lines.

The percentage was 100 percent for one employee in the Industrial Siting Division.

No Solid and Hazardous Waste Division staff had an opportunity to receive training in other disciplines within the department during the reporting period.

The Abandoned Mine Land Division encourages cross-training in a variety of disciplines. Division management is based on open communication with staff to increase employee understanding of overall program activities and objectives.

Of the 21 staff within administration, 16 were able to receive cross-training into other disciplines within the program.

Strategy 2.1.c: Improve department management skills

Output: The percentage of supervisors that receive supervisory training, management seminars or mentoring and effective employee feedback from staff will be maximized.

Results: Of the 43 employees of the Air Quality Division, 13 are supervisory employees. Eight of

those, or 62 percent, received supervisory training during this period.

In the Water Quality Division, 75 percent of the supervisors received some form of supervisory training.

The Land Quality Division has seven staff members who have supervisory responsibilities. Two of these received training related to supervisory skills for a 29 percent training rate.

During the reporting period, one Solid and Hazardous Waste Division staff member (of a total of 17) received supervisory training. All employees were requested to provide feedback on performance of supervisors during their annual performance appraisals.

The Abandoned Mine Land Division administrator will attend training and seminars as available.

Administration had four employees receive supervisory/management training.

Goal III: Increase public understanding of Wyoming's environmental requirements and ensure that future problems and innovative solutions are identified.

Objective 3.1: Openly communicate the department's mission, goals and programmatic requirements to those affected by its actions.

Outcome: The percentage of those affected by DEQ actions that understand Wyoming's environmental programs and the reasons why they are needed will be maximized.

Results: Guidance on issues affecting operating permit holders and applicants are routinely sent out to all affected sources to keep them abreast of current developments.

Quarterly the DEQ Outreach Program sends newsletters to department "customers" and other interested parties. DEQ's Outreach Program responded promptly to more than 200 requests for information from the public and the media, and staff regularly attended meetings and conferences to explain DEQ's mission, goals and programmatic requirements to those affected by its actions. The Outreach Program has made more than 500 site visits to provide DEQ's customers with information about DEQ and about the environmental regulations that may affect them.

Strategy 3.1.a: DEQ will develop outreach mechanisms to clearly and accurately articulate departmental responsibilities, program policies and environmental requirements to those affected by them.

Output: Outreach mechanisms are developed and implemented.

Results: DEQ's Office of Outreach implemented numerous mechanisms that articulated departmental responsibilities and program policies for various affected entities. These mechanisms included publication of a tri-annual newsletter entitled "The Environmental Assistant;" publication of business brochures and checklists that identified specific envi-

ronmental regulations and requirements; statewide on-site visits to the regulated community providing technical and compliance assistance information; presentations to civic organizations, trade associations and hospitals; displays of compliance assistance and pollution prevention information at conferences and conventions; and production of a radio and TV advertisement entitled "Keep the Dream."

Objective 3.2: Develop ways to assist local governments in dealing with environmental problems.

Outcome: The percentage of local governments satisfied with the environmental maintenance/enhancement assistance provided by DEQ will be maximized.

Results: No measure of satisfaction except for an absence of complaints.

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 growth and development.

Output: Technical and planning assistance is developed and made available to local governments.

Results: No requests from local governments for assistance in air quality issues were received with the exception of requests to review community development grant packages for air quality compliance. These requests are typically responded to within two weeks.

The Water Quality Division has provided many forms of assistance, including reviews and recommendations on new subdivisions, source water and well head assessments, planning, assistance on SRF loans, assistance to local governments on compliance with leaking underground tank regulations, assistance with water quality data collection, assistance with implementation of watershed management plans and assistance with resolution of water quality problems and resident complaints.

During the year, Land Quality held one meeting with local governmental agencies to provide assistance with mining-related issues.

The Industrial Siting Division continues to help communities that are experiencing the siting of large industrial facilities.

The Abandoned Mine Land Division makes technical and planning assistance available to individuals and entities seeking assistance through the division. Mitigation of health risks and/or pollution impacts is achieved through the division's traditional reclamation activities and the public facilities grant program.

Objective 3.3: DEQ will expand pollution prevention efforts in all media to support reduction in pollutants from both existing and new developments.

Outcome: The percentage of facility owner/operators who believe DEQ is providing adequate information on multi-media pollution prevention techniques to reduce pollutant introduction into the environment will be maximized.

Results: DEQ did not conduct a survey to determine the percentage of facility owner/operators who believe they are receiving adequate pollution prevention information. However, numerous individuals who attended DEQ seminars, workshops and satellite telecasts have expressed their appreciation for the assistance obtained through the Office of Outreach.

Strategy 3.3.a: DEQ will provide information to businesses, government agencies and the general public on the principles of pollution prevention.

Output: The percentage of entities contacted that access DEQ-provided pollution prevention information will be maximized.

Results: DEQ contracted with Mid-America Manufacturing Technology Center (MAMTC) to provide businesses with economic analyses that improve the bottom line by incorporating pollution prevention practices in their operations. Compliance assistance and pollution prevention training was provided to the Wyoming Small Business Development Center (WSBDC), National Pollution Prevention Roundtable and Western Small Business Assistance Program. Also, DEQ responded through its Internet mailbox to numerous inquiries for pollution prevention information. Educational fact sheets for protection and use of groundwater and "Hazardous Wastes From The Home" were published to assist the public with pollution prevention practices and opportunities.

Strategy 3.3.b: DEQ will develop incentives that encourage and reward voluntary pollution prevention actions.

Output: The percentage of entities contacted that take action to reduce the release of pollutants into the state's environment will be maximized.

Results: DEQ has provided information to assist small businesses that voluntarily disclose non-compliance to become compliant with the applicable environmental rules or requirements.

❖ *Strategic plan changes*

During the last year the Department of Environmental Quality has accomplished much and has exceeded many of its projected outcomes and outputs. DEQ is a reactive agency with a large amount of its time and resources used in responding to unique events. It is difficult to anticipate and measure this type of activity under a traditional strategic plan. From this experience, DEQ rewrote its strategic plan last year. While the mission and philosophy of the department remained the same, DEQ broadened the scope of each goal and reduced the total number of goals. This approach worked well and encompassed the diverse activities of DEQ while facilitating the measurement of outcomes and outputs. DEQ has not made any significant changes to its strategic plan this year.

Department of Environmental Quality organization chart

