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 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."

AGENCY 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.

The department staff also responds quickly to the public's concerns about the environment and fairly considers and respects 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 prop-

General information

John V. Corra, director

Agency contacts

Gary Beach, industrial siting administrator
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David Finley, solid and hazardous waste administrator
Evan Green, abandoned mine land administrator
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Department of Environmental Quality
122 West 25th Street,
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Other locations

Lander - 250 Lincoln Street, 82520
Sheridan - 1043 Coffeen Avenue - Suite 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 personnel

Authorized Number of full-time 213, part-time 1 employees
Previous reporting period full-time 198, part-time 1 employees

Organizational structure

The Department of Environmental Quality has the following major Programs/Divisions: 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

erly 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. The division has no methodology to determine the number of oil and gas facilities in operation in the state. Based on year 2000 oil and gas production reported to the Oil and Gas Commission, 90 percent of the production is accounted for by companies that have submitted permit applications to the division. The division had completed actions on approximately 7750 facilities prior to 7/1/02. During FY03 the division completed permitting actions on 1026 additional production sites, for a total of approximately 8800 facilities. The division will continue to pursue compliance outreach or enforcement in the coming year to reach those companies not yet submitting permit applications in accordance with the Oil and Gas Guidance. Permitting activities for the operating permit program began in early 1996. The operating permit program has received permit applications from 201 sources since it's inception, however, 57 are now minor sources not subject to the program and have withdrawn their applications or requested that their operating permits be rescinded. There are currently 144 active Title V sources in the state. Additionally we have or are processing 12 new permits or modifications of existing permits. We have two of the original permit applications yet to be finalized, due to technical problems which are now close to resolution. During the last fiscal year we have completed 38 permitting actions, including the issuance of 11 initial permits, seven significant modifications, and 20 permit renewals.

The Water Quality Division conducts a number of permitting programs. These include the NPDES surface water discharge program, the water supply and wastewater construction programs, the Underground Injection Control (UIC) program, and the subdivision review program. With the exception of the UIC program, the division estimates that 98 percent of all facilities requiring a Water Quality Division (WQD) permit have been permitted before the activity was initiated. Over the last five years, the division has issued 4782 NPDES permits. During FY03, 1871 NPDES permits were issued. Of this, 1108 are storm water permits and 763 are effluent type permits. The increased number of storm water authorizations was a result of two storm water general permits being reissued. The majority of the permits issued during the last five years are for construction storm water activities, coalbed methane discharges, industrial storm water, oil treaters, and general temporary discharges. Under the UIC program, there are 259 coalbed methane wells authorized for re-injection activities. Of those that have actually been constructed, we estimate that 100 percent have obtained coverage under one of the general permits. There are 435 active large capacity septic systems in Wyoming. Approximately 50 percent are covered by the general permit issued for these systems, or by individual permits issued for modifica-

Budget information

Operating Budget - Expenditures for the report period, (Year Ending - June 30, 2003):

General Funds	$4,270,263
Federal Funds	33,946,842
Other	16,625,410
Total	**$54,842,514**

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*.

tion or installation of new systems. We can expect this percentage to slowly increase as operators of these systems are contacted, inspected or they come in for permits on their own. Approximately 500 water supply and wastewater construction permits are issued each year. All known water supply and wastewater facilities are issued a construction permit prior to initiation of construction or in the cases where they may have been constructed before a permit was issued, they can seek an as-built permit. Approximately 40 applications for new subdivisions are reviewed annually to evaluate the safety and adequacy of proposed water and wastewater systems.

During the reporting period, Land Quality identified two operations without the required permit or authorization. The Land Quality division currently has 825 active operators resulting in a 99.8 percent compliance rate for this outcome

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

The Solid Waste Permitting and Corrective Action Program regulates approximately 115 active facilities and approximately 255 closed facilities. Permits have been issued or are being reviewed for approximately 10 new landfills or major expansions of existing landfills. Initial operating permits have been issued for all solid waste facilities. However, initial permits expire in four to eight years and must be routinely reviewed and amended. For reasons which include pending groundwater investigations, program backlog, or delays requested by operators, the Solid and Hazardous Waste division has approximately 34 landfill permits currently under review whose permits have expired. Permit extensions may be issued for the majority of these facilities, but full permits can not be issued until the Permitting Program's backlog can be addressed and/or the facilities' technical issues can be resolved.

There are nine hazardous waste treatment, storage and disposal facilities within the state. Six of these are closed facilities, and three are currently operating. As part of a Remedy Agreement through the Voluntary Remediation Program, the operating permit at the BP-Amoco Refinery was terminated because BP conducted a >clean closure' of the hazardous waste land treatment unit by removing wastes and contaminated soils that exceeded site cleanup criteria. Two hazardous waste facilities are not yet permitted or have a post-closure order. A post-closure permit application for one of these facilities (Frontier Refinery) is currently under review. The former Texaco Refinery entered the Voluntary Remediation Program in 2003 and permitting requirements for the hazardous waste units at the site will be incorporated in the Remedy Agreement for this site. The Remedy Agreement is anticipated to be issued in late 2005 or early 2006.

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 1145 permitting actions taken by the Air Quality Division during the current period, revisions were made to 20 permits issued under the NSR program (2 percent) to correct errors or to clarify requirements. In the past year, EPA objected to the renewal of the Buckingham Lumber operating permit because they believed that periodic monitoring for this source was not adequately addressed in the permit issued by the state. The division has reopened the operating permit to correct the deficiency.

For Water Quality Division, many of the older Chapter 3 construction permits were issued without the same type of evaluation of potential groundwater impacts that would be required for a facility seeking a permit under current requirements. As a result the degree of groundwater protection provided is not known for some of these older facilities. When groundwater or other violations are identified a facility is required to address the problem and the defective permit is corrected. A defective permit by definition occurs when a facility is causing a violation of a standard while operating in compliance with a permit issued by DEQ. The division is also working cooperatively with the Wyoming Department of Agriculture, Department of Health and EPA to identify facilities posing the greatest risk to public health and safety. Usually these are small systems on septic and wells. As concentrated animal feeding operations permits are renewed, waste disposal plans for land application activities and nutrient management plans are being required. Also, many of the early coalbed methane discharge permits issues before 1998 did not adequately addresses some of the agricultural standards. The Water Quality Division is correcting these deficiencies if complaints are filed or as permits are renewed.

The Land Quality 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.

Solid Waste permit application deficiencies are typically identified and corrected during the permit renewal or amendment process. Many facilities' initial applications only addressed facility operation through the first permit term, therefore many permit renewal applications require significant effort to ensure compliance with environmental and regulatory requirements in unexplored and undeveloped portions of the facilities. In order to provide the level of environmental protection needed, the permit renewal process can therefore be nearly as rigorous and time consuming as the permit process for new facilities.

In addition, the detection of groundwater contamination at a facility requires significant efforts to address the contamination including a determination of the nature and extent of contamination, an assessment and implementation of corrective measures, and significant modifications to the design of the remainder of the facility to avoid the creation of a source for additional contamination.

Groundwater contamination has been identified at 19 of the approximately 59 active municipal landfills alone. The Solid and Hazardous Waste Division has been working and will continue to work to ensure an adequate level of environmental protection through the use of a more rigorous process to determine when facilities need to be lined, additional technical assistance for site assessment and facility design, and an increased effort to insure that industry standard practices are being utilized at Wyoming landfills.

The need for state assistance to Wyoming communities to help them clean up polluted landfill sites should be considered. In addition Wyoming should assess the feasibility of closing small unlined landfills and constructing more cost effective lined regional facilities.

No solid waste permits have specifically been identified in the reporting period as being inadequate. Permit applications are routinely reviewed and revised to identify, correct, and minimize deficiencies. Two hazardous waste permits have been identified in the reporting period as requiring revision. The need for these revisions was identified through mandatory, regular permit reviews.

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: Guidance and permit application forms issued by the Air Quality Division for oil and gas permit applications and coalbed methane applications have proven effective in minimizing the number of review cycles for these types of applications. The general NSR permit forms are yet to be updated. This task has been scheduled for the past two reporting periods and has yet to be completed due to work load and staff turnover. During the reporting period the division completed an internal draft of the revised forms and pending adequate staffing will revisit the revisions to the NSR forms during the coming year. On average, the review cycles remain the same with oil and gas applications generally completed in one review cycle with the remaining non oil and gas applications generally requiring two review cycles on average. At the end of the last fiscal year, the operating permit program revised and updated periodic monitoring guidance. Three guidance documents were replaced with one more comprehensive document addressing all source types. Guidance and permit application forms are available to prospective permittees through the DEQ web site, and are mailed out on request.

In the Water Quality Division, all NPDES permits for non coalbed methane activities go through the traditional single review cycle. During this fiscal year, 30 percent of the new coalbed methane applications that were received were determined to be incomplete and required at least a second review cycle. Historically, the division has processed an average of 30 applications per month. However, with the CBM development, this average has increased in the last two years. Chapter 3 construction, UIC permits, and applications for new subdivisions averaged one to two review cycles, to render complete applications. To make the NPDES permitting process more efficient, the agency has developing guidance memorandum and simple permit application forms which provides information on how to make applications more complete when they are submitted to the agency.

In the Land Quality Division the average number of permit review cycles prior to permit issuance was 2.5.

During this reporting period, two new permits were processed under the Industrial Siting Act. In one case, minor review cycles were required after the application was filed because the operator hired an experienced consultant to prepare the application and a number of presubmittal meetings were held. In the other case, sufficient planning had not taken place for the application to have been filed.

Four new solid waste guidelines are currently being developed and revisions are currently being made to update a fifth guideline. One guidance memorandum was completed. As resources permit, the Solid Waste Permitting Program would like to revise two more of our existing guidelines and create at least seven new ones. On an average, solid waste permit applications received during the reporting period were reviewed within two 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 reviewed a hazardous waste permit application for the Frontier Refinery in Cheyenne. Hazardous waste permitting staff have been working closely with Frontier to ensure an effective and expeditious permitting process. Hazardous waste staff are working with Texaco Refinery regarding incorporation of hazardous waste permitting requirements into a Remedy Agreement under the VRP. Hazardous waste staff have reviewed a permit application and drafted a permit for the thermal catalytic cracking (TCC) hazardous waste unit at Wyoming Refining Company's facility in Newcastle.

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 205 source inspections and 143 compliance certifications, and reviewed 743 stack test reports from July 2002 to June 2003. Enforcement actions occur as a result of these activities in addition to incident reports/notifications and referrals. Thirty three Notices of Violation and 10 Letters of Violation were issued during FY03 for facility violations

In the Water Quality Division, formal enforcement actions increased this year from 18 to 38. This increase was largely do to noncompliance with the UIC regulations and spills associated with Oil and Gas Operations. We do estimate that greater than 95 percent of the facilities permitted by the Water Quality Division are being operated in substantial compliance with their permits and applicable standards.

Of the 825 active permits in Land Quality, 31 different operations were issued notices of violation for non-compliance resulting in a 96 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 295 inspections from July 2002 through June 2003. The approximate breakdown by category was as follows: solid waste landfills (65), solid waste treatment, storage, or transfer (15), hazardous waste generators, transporters and treatment, storage or disposal facilities (112), used oil handlers (66) and complaints (37). These inspections resulted in five sites that were considered for, or issued NOV's or where other enforcement actions were taken during the reporting period. The overall estimated compliance rate for the reporting period was 98 percent. The level of inspection activity in this year was higher by about 10 percent compared to the prior year. The Solid and Hazardous Waste Division continued its sponsorship of the annual competition for awards for the best municipal solid waste landfills, and continued to assist the Wyoming Solid Waste and Recycling Association's innovative peer match program for landfill operators. The peer match program was created by the Division to provide an opportunity for landfill operators to learn from each other.

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 14,918 air quality affected facilities listed on the Air Quality Division's database. Based on the number of inspections, stack tests, certifications, and enforcement actions, the estimated compliance rate is 96.1 percent.

Greater than 95 percent of the facilities permitted by the Water Quality Division are being operated in substantial compliance with their permits and applicable standards. To increase field visibility and compliance assistance, the division received additional funding and positions from the legislature in 2002 to add additional resources to assuring compliance at permitted facilities.

In Land Quality 96 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 overall estimated compliance rate for facilities regulated by the Solid and Hazardous Waste Division for the reporting period was 98 percent.

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

Output: A standardized enforcement policy is adopted.

Results: 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 SIP and in response to Oil and Gas permitting in SW Wyoming. Similar to the visibility monitoring efforts in SW Wyoming, visibility concerns are currently being addressed in NE Wyoming with the establishment of monitoring stations near the Cloud Peak Wilderness and within the Thunder Basin National Grasslands. Two new Air Quality Division PM10 particulate sites were activated during November 2002 at locations within the Powder River Basin. The division's entire PM2.5 network is now in place with all scheduled sites now in operation.

The Water Quality Division has completed its five-year comprehensive surface water monitoring plan initiated in 1998, and has initiated a new five-year monitoring plan.
Ninetyseven percent of the waters contained in the 1998 plan were monitored, with the remaining 3 percent rolled over into the new plan. In FY03, significant progress was made in catching up with data analysis and writing assessment reports on the waters from the 1998 plan. Almost 90 percent of the waters assessed through 1999 have reports finalized or in progress that support defensible decisions on designated use support and provide reliable measurements of Wyoming water quality conditions.
DEQ continued to coordinate with the Department of Agriculture and the U.S. Geological Surveys to evaluate pesticides in groundwater within areas where groundwater is considered vulnerable to contamination. This program has evaluated groundwater for pesticides in 15 Wyoming counties and will expand into additional counties in the future. Results indicate that pesticides are present in shallow groundwater in many areas, but in nearly all cases, at concentrations well below levels considered harmful for drinking. The groundwater program has developed map tools illustrating areas where shallow groundwater resources should be considered significant based upon existing use, ambient quality, and vulnerability to contamination. A follow-up phase is nearly completed and will produce a recommended approach for a statewide groundwater monitoring program, with estimated costs.

STRATEGY 1.3.a DEQ will maintain a state wide 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 CY02, the percentage or data recovery rate for the Air Quality Division ambient monitoring network was 91.4 percent. On December 31, 2002, this network consisted of 37 ambient particulate monitors located at 12 sites throughout the state. No exceedance of any particulate standard was recorded during CY02 by an Air Quality Division particulate sampler. 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 CY02, private sites located in the Powder River Basin had an overall data recovery rate of 98.0 percent, while Southwest Wyoming trona facility networks had an overall data recovery rate of 97.7 percent. Four privately operated Powder River Basin sites recorded particulate concentrations in excess of the 24 hour PM10 particulate matter standard during 2002. Additionally, three private PM10 sites located in Southwest Wyoming and one site located in central Wyoming recorded at least one 24 hour PM10 concentration in excess of the 24 hour PM10 standard during 2002. No exceedance of any annual particulate standard was recorded at any state or private monitoring site during 2002.

In FY03, the Water Quality Division surface water monitoring program focused on finishing up the 1998 comprehensive monitoring plan, as well as data analysis and report writing for the waters previously assessed. Also in FY03, the surface water monitoring program has drafted and began implementation of a new 5-yr comprehensive surface water monitoring plan. The new plan addresses those waters from the 1998 plan with insufficient data to assess designated use support, and also incorporates multiple new monitoring strategies to ensure that all water body types are being monitored, designated uses are being supported, or where necessary, appropriate actions are being taken to improve water quality so that designated uses are fully supported.

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 which are prioritized and scheduled for remediation will be maximized.

Results: Total contaminated Leaking Aboveground and Underground Storage Tank sites since 1990: 1,526. Resolved (successfully remediated) sites: 599. Total unresolved (sites requiring remediation): 927. Unresolved sites within various phases of current remediation projects: 439. Percentage of contaminated sites that have been remediated or are within a current remediation project: 68.0 percent. Unresolved sites awaiting remediation resources: 488. Within other, Water Quality Division Cleanup programs, there are 165 known groundwater contaminated sites that will likely require corrective action, with 69 of these sites being in remediation. There are also several orphaned sites for which no responsible party can be identified.

During the year, Land Quality required bond forfeiture at one limited mining operation site. The site will be prioritized and scheduled for remediation.

Nineteen solid waste facilities have been identified as posing a threat to public health or the environment, and at least two more are suspected. More impacted facilities could be expected when groundwater data from the remaining facilities receives a more thorough statistical evaluation. All facilities where threats have been identified are investigating the nature and extent of groundwater contamination and will be required to evaluate potential remediation options. None of the 19 facilities with identified groundwater contamination has selected or implemented corrective measures.

The Solid and Hazardous Waste Division has established corrective action requirements for all of the nine hazardous waste treatment, storage and dis-

posal facilities within the state. The Solid and Hazardous Waste division reports that all known contaminated sites where there are identified responsible parties have been prioritized and are being addressed by those responsible parties.

Enacted in the year 2000 session of the Wyoming Legislature, the new voluntary remediation law sets out a process for remediation of contaminated sites. This process can be used by owners of contaminated sites, or by potential developers, to quickly reach decisions about required remedial activities and to put contaminated sites back into productive reuses. As of July of 2003, 34 sites have been accepted to participate in the Voluntary Remediation Program. The requirements for site characterization and/or remedial measures have been established at 30 of the 34 sites in draft and final preliminary remediation agreements and/or remedy agreements. Eleven of the sites have completed the process.

The Abandoned Mine Land Division will continue to identify and evaluate abandoned mining and mineral processing. Those sites determined to be eligible for AML funding will be prioritized under the criteria established by the State Reclamation Plan and the Surface Mining Control and Reclamation Act of 1977. Sites which pose an extreme danger to public health, safety and property, or are degrading the environment will be inventoried and reclaimed as funds become available. Sites are addressed in order of priority. Sites presenting the highest hazard are budgeted for reclamation first. The division has an on-going inventory process to gather information on known sites and to locate new sites. The AML Division uses a Geographic Information System (GIS) as a foundation of the site inventory. This powerful tool has increased the staff's ability to accurately assess site conditions including feature types, hazard level, and the estimated cost of reclamation. Major work remains to be done in the Gas Hills uranium district, at various hard rock sites across the state, at phosphate sites in western Wyoming, and at coal mine sites statewide. The division is currently monitoring over 20 coal mine fires, and regularly responds to emergency requests for closure of underground mine subsidence features. The AML Inventory currently has over 2500 sites, with 1500 sites that must have further analysis before cost estimates for remediation can be prepared.

STRATEGY 1.4.b DEQ will establish a working group to determine priorities, best clean up 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: Article 17 of the Voluntary Remediation Law allows DEQ to expend funds contained within the trust and agency account under WS 3511424(a) (forfeitures). The money is to be use to remediate "orphan sites", which include sites where there is no viable responsible party.

To ensure that DEQ spending from the fund is adequately overseen, legislative appropriation of funds from the account is required as part of the biennium budget process. The DEQ prepared a report for review by the Joint Minerals, Business, and Economic Development Interim Committee which was submitted October 31, 2001, which included an inventory of all known contaminated orphan sites and the costs of remediating those sites.

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

The Abandoned Mine Land Division provides funding and technical expertise to assist UW in a continuing program of coal mine land reclamation research projects. AML staff members review research proposals, assist in the selection of appropriate research projects, and review the results for applicability to reclamation efforts in Wyoming.

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

Results: The voluntary remediation law enacted in the 2000 session of the Wyoming Legislature authorized DEQ to use an existing trust account for the remediation of orphan sites. This account contains fines and penalties collected over the past several years through DEQ enforcement actions and bond forfeitures, but does not have a predictable, steady income. As required by the voluntary remediation law DEQ reported to the legislature in October, 2001, and recommended that the agency's existing trust and agency account appears sufficient to pay for orphan site cleanup in the near future.

The Abandoned Mine Land Division coordinates funding, especially for public infrastructure projects, with other state and federal agencies such as the State Board of Loans and Investments, the Water Development Commission, and the Rural Utilities Service (US Department of Agriculture). The Abandoned Mine Land Division has a Cooperative Agreement with the Bureau of Land Management which allows the BLM. to reimburse AML for a portion of the costs of reclamation of sites on BLM land. AML works on a regular basis with State and Federal Land Management agencies to share resources to identify and address hazardous sites. In the last year, a cooperative effort with the National Park Service and funding provided by the Western Federal Lands Highway Division allowed the reclamation of a 65 acre site on the Snake River in the John D. Rockefeller Memorial Parkway.

The Abandoned Mine Land Division submits applications for public facility projects to the appro-

priate state agencies for review and comment, and provides input on projects developed and proposed for funding by other state and federal agencies. The Abandoned Mine Land Division cooperates with other state and federal agencies in obtaining consents and clearances for traditional reclamation activities on public and private land. Some work is accomplished under a cost sharing cooperative agreement with the BLM.

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: Although the agency did not receive any requests for disaster assistance during the year, DEQ remains committed to providing trained personnel and equipment if the need arises. DEQ staffs approximately fifty employees throughout the state who are currently OSHA trained and certified. This certification gives employees the knowledge and procedures needed to safely enter and work in hazardous atmospheres. Along with trained personnel, DEQ can offer a wide variety of environmental testing for water quality, and air quality. DEQ is also supported by full service water and air laboratories, staffed by full time professional chemists. DEQ is also very active in several federal and state operated emergency management groups. DEQ makes up the majority of members on the Wyoming Radiological Response Team. DEQ also has members on the Advanced Wyoming Assessment and Recovery Team (AWAY Team). Also, DEQ has representation on the 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: The division currently has four vacancies. Of the 48 current employees of the Air Quality Division, 37 or 77 percent have been with the division for at least two years. Of the remaining 11 employees, three are replacements for employees who took positions elsewhere in the Department or state government, and eight are replacements for employees who left state government for positions in the private sector.

Of the 43 employees of the Land Quality Division, 38 or 88 percent have been with the division for at least two years

During this reporting period, the Water Quality Division has made improvements at retaining its employees. The turnover rate has been reduced and training opportunities have been increased. This has lead to a more experienced workforce. The only concern is that some of the workforce may be overworked to maintain the demands of the CBM development.

The Abandoned Mine Land Division will continue efforts to recognize and reward exceptional performance by employees within the division 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. The AML Division reinstated the position of Program Manger to enhance the career ladder potential within the division and allow upward mobility of existing qualified staff. Special attention is given to insuring that employees with limited experience have the appropriate training necessary to insure safe and efficient execution of their duties.

The Abandoned Mine Land Division will continue to recognize and reward exceptional performance by division employees. The division has an excellent record of employee retention. The only departures from the division in the past few years have been health related or retirement. All AML employees received Aexceeds expectations@ ratings during performance appraisals.

No Solid and Hazardous Waste Division employees terminated their employment this year. This contrasts with the previous year, where six Solid and Hazardous Waste Division employees terminated their employment with the division, which is a turnover of 30 percent.

One of the 21 Administration employees terminated their employment with the division. The 21 employees in Administration have an average tenure in the program of 10+ years.

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 48 current employees of the Air Quality Division, 37 or 77 percent received some type of training in the form of classes, workshops, or self-instructional Tele-courses.

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

Of the Land Quality staff in place at the end of the year, 60 percent received professional training during the year.

Invested in continuing education for staff to fulfill the role of web master 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 receive training on a variety of topics: computer utilization, electronic and remote data retrieval and utilization, mining, reclamation, management, and work skills. AML staff members are eligible for Office of Surface Mining-sponsored training, and attend this training on a regular basis at no cost to the state.

Of the 21 staff within the Administration all were able to attend 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 37 employees of the Air Quality Division receiving training during this period , three or eight percent received cross-training into other disciplines within the division.

In the Water Quality Division, 35 percent of the employees have participated in cross-training activities 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 it's employees to cross train in and across division lines. No employees moved from other divisions to Land Quality. One employee moved from Land Quality to another division.

One hundred percent of the employees in the Industrial Siting Division have expanded their professional skills by cross- training into other disciplines within the Department .

Solid and Hazardous Waste Division staff had two opportunities to receive training in other disciplines within the Department during the reporting period by participating in training on the state's Voluntary Remediation Program, and in groundwater modeling training sponsored by the Water Quality Division.

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, all were able to received 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 48 employees of the Air Quality Division, 13 are supervisory employees none of which received supervisory training during this period.

In the Water Quality Division, 50 percent of the supervisors received some form of supervisory training.

The Land Quality Division has eight staff members who have supervisory responsibilities. None of these received training related to supervisory skills.

During the reporting period, no Solid and Hazardous Waste Division staff members 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 and Program Manager have attended management and supervisory training courses. All professional level employees have attended at least one intensive training session or educational conference during the past year.

Administration had 7 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 our actions.

Outcome: The percentage of those affected by our 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 is routinely sent out to affected entities to keep them abreast of current developments. General information is sent via the department newsletter. New requirements are transmitted by direct mail, trade association contacts and through Small Business Development Center channels.

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 and Environmental Assistance has developed and implemented numerous mechanisms which articulate the Departmental responsibilities and program policies for affected entities. The Department web site has been updated to enhance the information available to our customers and added links to other on-line environmental assistance resources. Members of the

office routinely responded to telephone, electronic and mailed queries from customers seeking assistance. The office published three newsletters during the year, each of which was mailed to the complete DEQ mail list. Direct mailings were completed to specific business sectors affected by new environmental requirements. Members of the outreach staff participated in a number of workshops, community meetings, conferences and exhibitions. Outreach personnel conducted on-site visits during the year to provide one-on-one environmental assistance. Feedback on these outreach efforts is consistently positive.

The Solid and Hazardous Waste Division actively participates in the Wyoming Solid Waste and Recycling Association (WSWRA) and meets frequently with facility operators, solid waste district boards, and their consultants. The Solid Waste Program made a formal presentation to the Wyoming County Commissioners' Association on current solid waste management issues in June of 2003. A presentation on Solid Waste permitting for petroleum-contaminated soil treatment facilities was made in February 2003, in Casper. The Solid Waste Program maintains an on-line list server for electronic communication within the WSWRA and other interested parties. The Solid and Hazardous Waste Division regularly contributes articles to the WSWRA's quarterly news letter. Training was provided to operators and consultants on groundwater monitoring, alternative final cover, and fate and transport modeling. For the fifth consecutive year the Solid Waste Program participated in the Wyoming State Childrens' Water Festival in Casper regarding landfill construction to protect groundwater.

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: The Outreach office has worked to help municipalities and county governments understand and find cost effective ways to comply with the various environmental requirements affecting their operations. Displays and presentations have been arranged in cooperation with the Wyoming association of Municipalities to highlight the services provided by the Department to elected officials in the state. In addition, a direct web link was established from the Outreach web site to the EPA Local Government Environmental Assistance Network which provides valuable resources to local governments. Feedback on these initiatives has been positive.

The Solid and Hazardous Waste Division actively participates in solid waste planning activities with local governments to help them provide environmentally protective and cost effective solid waste management services to the public both now and in the future. An integrated solid waste management approach has been developed and is actively promoted. The Solid and Hazardous Waste Division is currently evaluating approaches to inform local governments of potential opportunities related to cleanup of contaminated properties in their communities.

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 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 and planning, assistance on SRF loans, assisting local governments on compliance with aboveground and underground storage tank leak prevention regulations, assistance with water quality data collection, assistance with implementation of watershed management plans, assistance with resolution of water quality problems and citizen complaints and attendance to conventions and trade fairs.

During the year, Land Quality had three meetings 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: The DEQ Office of Outreach and Environmental Assistance conducts a biennium survey to determine the level of assistance provided. A majority of respondents indicated that the information we provided was useful to them and several said that they had actually changed some aspects in their business operations to take advan-

tage of the pollution prevention practices that were suggested.

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: A majority of respondents to the DEQ Office of Outreach last mail survey indicated that they received pollution prevention information assistance in the form of printed materials such as newsletters and information sheets delivered by regular mail. Based on this figure, DEQ will continue to provide printed materials by direct mail for all aspects of the outreach program. The office will continue to respond to inquires accessed by phone and e-mail as well as providing information through the DEQ web site which will receive more use as businesses and the public begin utilizing the full potential of the internet. Personal interactions to encourage pollution prevention practices will also continue in the form of workshops, display booths at conferences and public events, and on-site visits to individual small businesses.

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:.The DEQ Office of Outreach Survey showed that over 50 percent of the businesses that implemented some form of pollution prevention in their business practice as a result of the information provided not only improved their environmental performance, but actually saved money as a result of the change. DEQ will continue to actively provide information to assist small businesses to become compliant with the applicable environmental requirements as well as demonstrate the environmental benefits and cost saving potential of voluntary pollution prevention practices.

Strategic plan changes

DEQ is a reactive agency with a large amount of it's 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. DEQ has not made any significant changes to it's strategic plan this year.

Several new agency initiatives have been started. One is to develop an integrated agency wide database so that databases are easily accessed by employees and the public. There is also a need to look at compliance trends; particularly where we have repeat offenders and reconsider how we are conducting enforcement in these cases. Our enforcement approach must be designed to change behavior.

Department of Environmental Quality organization chart