



**Department of Environmental Conservation**  
**Strategic Plan 2013 – 2015**

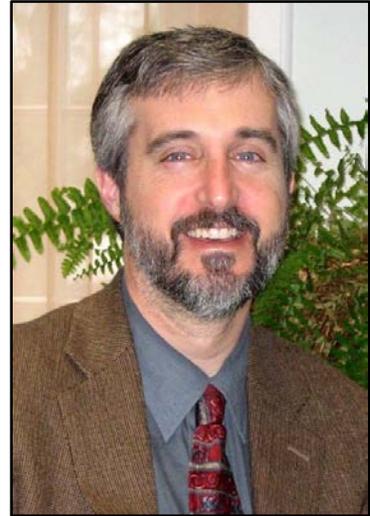


# Table of Contents

Message from the Commissioner.....	1
Department Overview .....	3
Department Strategic Planning Process.....	3
Statutory Environment .....	4
Department Goals for the planning period SFY 2013 -2015 .....	5
Appendix A: Department Statutory Authority/Relevant Rules and Regulations .....	29



# Message from the Commissioner



It is with great enthusiasm that I present the Department's new strategic plan. Drawing from the same indomitable spirit referenced by Calvin Coolidge in his speech to Vermonters following the great flood of 1927, our staff has weathered the Great Recession that started in 2007, the floods of 2011, and our subsequent dislocation from our longtime home in Waterbury. Through all, and with the support of the Vermont public, we have maintained focus on our mission "to preserve, enhance, restore, and conserve Vermont's natural resources, and protect human health for the benefit of this and future generations." In furtherance of that mission, we have structured and begun implementing a strategic plan that reflects priorities which have necessarily evolved over the past several years to take advantage of new ideas, information and opportunities.

That indomitable spirit of resilience is a key theme in our strategic plan, as it reflects our efforts to ensure that our Department and the state benefit from the lessons and challenges of the past few years. Whether drawing upon the power of our natural systems and working landscapes to protect and sustain Vermont communities, or tapping our own potential to find new and innovative ways to serve Vermonters, we are committed to building back our Department stronger and more effective than ever.

Finally, please know that this is a strategic plan that is intended to drive action, not sit upon a shelf. In developing our strategy, we have provided specific milestones and timelines to demonstrate our commitment to achieving these goals, so that we can all measure and celebrate the progress we are making.

A significant portion of the work we plan to accomplish in the next few years is part of our Business Transformation Initiative. This will move us towards more electronic permitting and records management while applying Lean concepts to evaluate inefficiencies in our work flow and implement improvements.

We are also striving to enhance outreach to business sectors on permit compliance and dedicate more resources to Vermont's communities. We intend to provide proactive assistance to municipally run facilities and support town governments in their initiatives to protect the

environment, including a comprehensive surface water management strategy. At the same time, we plan to provide technical assistance to ensure that communities are fully engaged in understanding financial planning and grant and loan opportunities to upgrade and maintain water supply and water pollution control infrastructure.

In addition, the plan demonstrates our commitment to work with Vermont communities, businesses, colleges and universities, scientists, consultants, environmental groups and our numerous other partners to achieve these goals. We will continue to foster productive relationships with the public to provide the highest standard of environmental stewardship that the Vermont public has to come to expect of us.

As I write this introduction, I cannot help but marvel that, after well over a year of Department staff working from various temporary offices, we have finally been reunited in our new offices in Montpelier. In the same way that working in a shared space creates opportunities to work together again, the goals and strategies in this plan create opportunities for staff to realize the full potential of what we can accomplish when we work together. I am grateful for the opportunity to work with such an amazing group of people in a state where its citizens so clearly value our mission to protect human health and the environment. I look forward to working on implementation of this plan for a more prosperous and resilient Vermont.

A handwritten signature in blue ink, appearing to read "D. K. Mears", written over a light blue horizontal line.

David K. Mears, Commissioner

## Department Overview

The mission of the Vermont Department of Environmental Conservation is to preserve, enhance, restore, and conserve Vermont's natural resources, and protect human health, for the benefit of this and future generations.

- We manage air, soil and water resources for environmental and public health. We measure environmental conditions for status and trends.
- We issue licenses and permits, and enforce environmental regulations to ensure compliance with state and, in many cases, federal law.
- We collect, interpret and communicate environmental scientific information to Vermonters, and provide a forum for public comment on our work.
- We provide technical assistance to landowners, businesses, municipalities and individuals regarding environmental issues and resource management.
- We manage funding and support for environmental projects including site clean-up, recreational access, and infrastructure including water supply, stormwater and wastewater systems.
- Our scientists, managers, and field staff provide expert testimony and assistance to other organizations, partners, and sister agencies at the state, federal, local and regional levels to advance our mission and people's understanding of our natural environment, its importance and relevance.

## Department Strategic Planning Process

We initiated our planning process with the Department's executive management team in May 2011, developing a high level set of initiatives addressing both core and strategic work. A team of Department managers refined these initiatives into a survey format allowing "ground proofing" feedback from all Department staff regarding the priority initiatives for the Department. In parallel, the Governor and the Agency lead team were completing strategic planning efforts developing a set of priorities and associated goals. After consideration of the Department and Agency priorities, the requirements associated with the state's commitments to the Environmental Protection Agency and the Governor's priorities – Department Managers developed associated strategies and measures. This plan reflects the outcome of that entire effort.

NOTE: The Department's strategic plan will be modified over the course of this continued planning effort to reflect changes from our "performance partnership agreement" with the USEPA and new state laws or requirements as requested by the Vermont General Assembly.

### Statutory Environment

The Department derives its authority and responsibilities from various chapters within Title 10 of the Vermont Statutes Annotated. These are listed in Appendix A. In addition, the Department of Environmental Conservation is delegated authority for implementation of various federal programs including state implementation of the Clean Air Act, Clean Water Act, Safe Drinking Water Act, Toxic Substances Control Act, Resource Conservation and Recovery Act, the Comprehensive Environmental Response, Compensation and Liability Act, and implementation of the National Flood Insurance Program.

# Department of Environmental Conservation Goals for State Fiscal Years 2013 -2015

## Goal 1:

**In all grant-making and permitting programs, implement continuous improvement methods that will systematically assess existing business practices for efficiency, transparency, and fairness, taking full advantage of advances in technology, without compromising our vision and statutory obligations to protect the environment.**

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**Outcome 1:** Implementation of key elements of the DEC Business Transformation Initiative (BTI) plan.

**Strategy 1:** *Establish a dedicated team and associated resources to lead the Lean effort by using a systematic approach to identify and eliminate non-value added activities through continuous improvement.*

**SFY13 Milestone:** Obtain legislative approval for a base budget of 3 FTEs; consulting; and hardware/software resources and establish BTI team.

**SFY14 Milestone:** Launch program: Fill staff positions, hire consultants and work with BTI team and DEC divisions to identify and implement specific projects.

**SFY15 Milestone:** Create a shared budget model to support on-going Lean implementation. Report progress and pursue additional BTI resources at legislature.

**Strategy 2:** *Develop and implement specific business transformation plans for permit and grant processing streamlining through a Lean process. Ensure plans reflect program priorities incorporating creation of improvements and functional consolidation of databases.*

**SFY14 Milestone:** BTI team, staff and managers create detailed three year BTI/Lean work plans and complete at least three focused Lean events to identify opportunities to create efficiencies.

**SFY15 Milestone:** Continue BTI plan evolution and implementation of strategies identified during previous year Lean events. – Continue department business processes improvement by conducting at least four focused Lean events to identify opportunities to create efficiencies.

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**Outcome 2:** DEC has a comprehensive records management system with more efficient and effective record-keeping and increase transparency by improving the ease of public access to DEC records.

**Strategy 1:** *All applicable DEC wide records schedules; procedures and policies are developed and implemented.*

**SFY13 Milestone:** Complete DEC records procedures consistent with Vermont State Archives and Records Administration General Records Schedules (VSARA GRSs) and complete scanning and metadata procedures.

**SFY14 & 15 Milestones:** Develop program specific records schedules, as recommended by consultant.

**Strategy 2:** *DEC Back-files are digitized; stored and available through interim records management system (RMS).*

**SFY13 Milestone:** Secure funding to complete project, establish interim RMS, prioritize DEC programs for conversion and begin file conversion and indexing.

**SFY14 & 15 Milestone:** Continue scanning and indexing back files as prioritized.

**Strategy 3:** *Establish permanent electronic RMS ensuring effective record submittal, management and storage.*

**SFY13 Milestone:** Purchase long term RMS system software.

**SFY14 Milestone:** Complete RMS system configuration including development of email system procedures.

**SFY15 Milestone:** Implement electronic records management systems in place for all programs.

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**Outcome 3:** DEC provides a web-based data submittal system allowing the regulated community to upload applications, submit monitoring reports, and pay fees as well as other services.

**Strategy 1:** *Develop a sustainable fiscal plan for implementing and supporting electronic systems using a combination of federal grants and budget requests.*

**SFY13 Milestone:** Evaluate availability and flexibility of current funding sources and potential new revenue.

**SFY14 Milestone:** Evaluate longer term options for fiscal sustainability and build a FY15 budget request with a line item to support the electronic system.

**SFY15 Milestone:** Acquire an approved budget that includes an electronic system line item.

**Strategy 2:** *Coordinate Business Transformation Initiative and program priorities to ensure electronic transactions occur in a timely and effective manner.*

**SFY13 Milestone:** Ensure eDEC is federally compliant and continue work to maximize use of current eDEC 1.0 transactions including existing on-site wastewater system.

**SFY14 Milestone:** Implement the mandatory on-site wastewater system electronic permit application process and add NPDES programs to eDEC; pilot stormwater program; and develop capability to receive electronic applications and supported documentation for selected water supply permits.

**SFY15 Milestone:** Implement electronic permitting for all stormwater programs and develop plan to support a minimum of six programs fully utilizing this system by June 30, 2016.

**Strategy 3:** *Develop and implement eDEC 2.0: Our future web-based application and submittal program.*

**SFY13 Milestone:** Develop project work plan to create the eDEC 2.0 foundation.

**SFY14 Milestone:** Complete eDEC 2.0 workplan and work with contractor to include web-based applications (and reporting) for Underground Storage Tank and Underground Injection Control (UIC) programs.

**SFY15 Milestone:** Transfer responsibilities for eDEC 2.0 from contractor to ANR Information Technology Division.

## Goal 2:

**Promote the redevelopment of brownfields sites to return these properties to beneficial use, while addressing the health and environmental risks from contamination.**

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**Outcome 1:** A brownfields redevelopment program is established with priority sites selected for cleanup and development.

**Strategy:** *Collaborate with Agency of Commerce and Community Development and Regional Planning Commissions to establish a new brownfields initiative to foster cooperation among the federal, state, regional and local entities to prioritize and expedite development on projects with significant economic potential.*

**SFY13 Milestone:** Establish the program.

**SFY14 Milestone:** Identify three to five contaminated sites and work with project partners to start cleanup and develop the sites.

**SFY15 Milestone:** Promote the cleanup and development of two to three brownfields projects per year.

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**Outcome 2:** A training program is launched for brownfields redevelopment with annual sessions.

**Strategy:** *Establish and sponsor a training program for peer to peer exchanges of information among brownfields developers, lenders, insurers, attorneys and engineers.*

**SFY13 Milestone:** One training session per year for three years. Attendance will be tracked and feedback will be solicited from training participants.

**SFY14 & 15 Milestones:** Conduct minimum of one training session per year.

### Goal 3:

**Increase the level of permitting assistance outreach and education resources, and implement strategic enforcement initiatives.**

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**Outcome:** Increased compliance rates and reduced pollution levels.

**Strategy 1:** *Develop and implement a strategic approach to increasing compliance rates through targeted enforcement, targeted outreach and assistance, and alternative compliance strategies. Priorities will be determined by an evaluation of compliance rates, public health risks, and risks to the environment.*

**SFY13 Milestone:** Develop one or more strategic compliance initiatives based on business or other sectors or geographic areas. Form a coordination team comprised of staff from the Compliance and Enforcement Division, the Environmental Assistance

Office and other Division-level managers that will meet on a regular monthly basis.

**SFY14 Milestone:** Develop and Implement the strategies.

**SFY15 Milestone:** Report on strategic compliance initiatives and apply lessons learned in next round of strategic planning.

**Strategy 2:** *Create a system for measuring and tracking compliance and enforcement outcomes.*

**SFY14 Milestone:** Implement the compliance and enforcement tracking system.

**SFY15 Milestone:** Report on the outcomes tracked via the compliance and enforcement tracking system. Use the collected and reported information to inform the next round of strategic enforcement priority setting.

**Strategy 3:** *Implement new Civil Citations program.*

**SFY13 Milestones:** Work with the Environmental Court on civil citations format; create tracking tool; and begin training inspectors on use of civil citations. Pilot the Civil Citation issuance process in the Drinking Water and Groundwater Protection Division and the Watershed Management Division.

**SFY14 Milestones:** Complete training of DEC Division inspectors on the use of civil citations; and track use of civil citations. Continue use of Civil Citation issuance for DEC programs.

**SFY15 Milestone:** Evaluate use of citations as a tool for increasing compliance rates and issue a report.

**Strategy 4:** *Develop and implement alternative compliance and permitting programs that shift resources from reviewing applications to conducting on-site inspections.*

**SFY13 Milestone:** Implement registration program for small scale composting facilities.

**SFY14 & 15 Milestones:** Evaluate effectiveness of compost registration program. Consider revising other regulations and/or permit approval processing to increase a field based presence.

## Goal 4:

Coordinate educational, technical, planning and financial assistance programs geared toward improving municipal infrastructure and functions to promote greater understanding of regulatory compliance and encourage environmentally and economically sustainable municipal practices.

**Outcome:** Municipal government officials have an increased understanding and awareness of environmental regulatory compliance, and municipalities are implementing environmentally and economically sustainable practices.

**Strategy:** *Implement and sustain a coordinated municipal outreach and assistance program for drinking water and wastewater infrastructure, stormwater management, waste management, and stewardship of natural water resources.*

**SFY13 Milestone:** Form an internal, cross department workgroup and conduct internal survey of municipal assistance efforts, needs, and opportunities and an external survey of municipal officials to assess needs.

**SFY14 Milestone:** Develop and implement outreach tools such as a municipal web site, monthly municipal newsletter, topical webinars for municipalities, municipal conference presentations, and a PowerPoint presentation that can be brought to town/city boards. Provide financial planning assistance for water supply and waste water infrastructure.

**SY15 Milestone:** Continued development and implementation of outreach tools, such as an on-site voluntary audit program. Develop outreach tools for non-regulatory municipal sustainability such as Environmentally Friendly Purchasing and climate change mitigation efforts.

## Goal 5:

Ensure Vermont is more resilient to natural disasters, including flooding, and to the effects of climate change, so that we and our natural resources are able to withstand more severe events into the future, mitigate against future conditions, and enable our ecosystems to adapt to unavoidable changes.

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**Outcome 1:** Increased long-term protection of floodplains and river corridors.

**Strategy 1:** *Coordinate the development and implementation of interim and long-term state operational flood resiliency plans for responding to the post-Irene flood events and reducing flood damage from future flood events.*

**SFY13 Milestone:** Complete plans.

**SFY14 & 15 Milestones:** Implement plans.

**Strategy 2:** *Work with partner federal, state, regional and local agencies and organizations to assist communities in the development and implementation of river corridor plans.*

**SFY13, 14, & 15 Milestones:** Work with communities to develop river corridor plans based on a priority system for every major river system.

**Strategy 3:** *Evaluate changes to state's implementation of the National Flood Insurance Program including consideration of state standards beyond federal minimum requirements and added incentives for towns to adopt these advanced standards.*

**SFY13 Milestone:** Meet with stakeholders and develop regulatory and legislative proposals.

**SFY14 & 15 Milestones:** Propose and implement changes to the program.

**Strategy 4:** *Develop a flood disaster outreach program within DEC to better prepare the public and communities for what occurs during and after a flood and allow dissemination of guidance hazard mitigation guidance documents and public service announcements during disaster recovery periods.*

**SFY13 Milestone:** Begin program development and establish flood web page.

**SFY14 Milestone:** Implement program.

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**Outcome 2:** Increased coordination of post-flood river corridor and floodplain protection efforts with other state agencies to assist and incentivize communities to improve flood resilience.

**Strategy 1:** *Delegate state permitting and enforcement of floodplain developments exempted from municipal regulations to other state agencies of jurisdiction.*

**SFY13 Milestone:** Develop inter-agency MOUs to delegate floodplain regulation.

**SFY14 Milestone:** Provide technical support to other state agencies in delegated regulation of municipally-exempted floodplain developments.

**Strategy 2:** *Develop and maintain a Flood Resilient Community Incentives Program to enhance state and federal grant eligibility for those communities which have adopted river corridor and floodplain protections.*

**SFY13 Milestone:** Create inter-agency program development committee to coordinate the incentives program.

**SFY14 & 15 Milestones:** Implement incentives program.

**Strategy 3:** *Develop outreach and training programs for municipal officials relating to public safety and hazard mitigation when working in river corridors and floodplains.*

**SFY 13 Milestone:** Develop outreach and training program by offering 3-4 instream training courses to Vtrans Operations Technicians and developing the Certified Floodplain Technician course.

**SFY14 Milestone:** Implement outreach and training program for municipalities by offering 3-5 training courses and opening enrollment to regional planners and municipal officials.

**SFY15 Milestone:** Integrate outreach and training into base program work by offering 3-5 instream and floodplain technician training courses annually.

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**Outcome 3:** Increase awareness of natural hazards to municipalities, state and local planners.

**Strategy 1:** *Work with Regional Planning Commissions and local government to implement the "Protocol for the Identification of areas sensitive to landslide hazards in Vermont" from the State Hazard Mitigation Plan.*

**SFY 13 Milestone:** Implementation with the Chittenden County Regional Planning Commission.

**SFY 14 Milestone:** Conduct 1 regional and/or 1 local hazard assessment.

**SFY 15 Milestone:** Conduct 1 regional and/or 1 local hazard assessment.

## Goal 6:

Ensure Vermont's water, sewer and stormwater infrastructure meets federal and state requirements and is located and constructed so as to minimize damage and failure in the event of flooding or other natural disasters. Further, align funding priorities to ensure state resources, community funding align with municipal infrastructure, flood-resiliency and land use objectives.

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**Outcome 1:** Water, sewer and stormwater infrastructure is designed and maintained to reduce the risk of flood damage.

**Strategy 1:** *Ensure buried and suspended water and sewer river crossings are designed to withstand flood scouring and ice damage.*

**SFY13 Milestone:** Review design standards to determine if adequate and develop Vermont specific standards if necessary.

**SFY14 & 15 Milestones:** Adopt and implement revised design standards if necessary.

**Strategy 2:** *Identify sewage treatment and water supply systems or components of systems susceptible to flooding and prioritize improvements.*

**SFY13 Milestone:** Survey municipalities to determine where susceptible system components exist, collate responses and prioritize improvements.

**SFY14 & 15 Milestones:** Develop and implement a plan to work with municipalities to ensure that priority improvements are made.

**Strategy 3:** *Support implementation of Governor's executive order on green infrastructure and report back to Governor.*

**SFY13 Milestone:** Convene and coordinate other state agencies to develop an implementation plan for the use of green infrastructure on state buildings and property.

**SFY14 & 15 Milestones:** Report to Governor and implement plan.

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**Outcome 2:** Department and municipal investments in new or expanded water, sewer and stormwater infrastructure are consistent with state policies to encourage compact development in designated downtown and growth areas.

**Strategy:** *Coordinate with Agency of Commerce and Community Development and Agency of Transportation to align department grant and loan programs with state goals to discourage sprawl and promote compact development in designated downtown and growth areas.*

**SFY13 Milestone:** Meet with staff from ACCD and AOT to assess existing programs and develop action plan to assess drinking water and wastewater needs for small population centers.

**SFY14 Milestone:** Map existing public water/wastewater infrastructure and identify areas with capacity to grow as well as growth-constrained areas and develop outreach materials for communities.

**SFY15 Milestone:** Research programs in other states and propose implementation of those elements that would improve Vermont's program.

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**Outcome 3:** Dam safety measures taken to reduce flood risks and protect public safety.

**Strategy 1:** *Implement grant or low-interest loan program to fund removal, reconstruction or repair of privately owned dams that pose a dam safety risk.*

**SFY13 Milestone:** Propose rules and secure funding for grant program.

**SFY14 & 15 Milestones:** Adopt rules and implement loan program and continue to seek funds to support program.

**Strategy 2:** *Require disclosure of dam ownership and require safety inspection of dam at time of sale of property.*

**SFY13 Milestone:** Proposal developed and need for statutory or regulatory changes evaluated.

**SFY14 & 15 Milestones:** Implementation of proposal.

**Strategy 3:** *Frequency of dam safety inspections improved and owners notified of deficiencies.*

**SFY13 Milestone:** Secure funding for additional dam safety engineer.

**SFY14 & 15 Milestones:** Establish and implement increased dam inspection program.

**Strategy 4:** *Promote Federal Ownership of Large Flood Control Dams by making the U.S. Corps of Engineers responsible for Winooski River Flood Control Dams.*

**SFY13 Milestone:** Identify key stakeholders to coordinate with to facilitate transfer of control of the dams. Coordinate with Vermont Congressional delegation on outreach to affected communities.

**SFY14 & 15 Milestones:** Work with key stakeholders to develop a plan for U.S. Army Corps of Engineers responsibility and funding for maintaining the dams.

**Strategy 5:** *Ensure that Communities and Emergency Management personnel are aware of inundation zones associated with high hazard dams and development located in those inundation zones, and aggressively pursue Emergency Action Plans (EAPs) for high hazard dams.*

**SFY13 Milestone:** 75% of high hazard dams have EAPs.

**SFY14 & 15 Milestones:** Increase completed EAPs by 10% each year.

## Goal 7:

**Promote restoration, protection and management of water resources.**

**Outcome 1:** Establish TMDLs and craft implementation plans for reducing nutrient pollution into major ecosystems including Lake Champlain, Lake Memphremagog, Connecticut River and their major tributaries.

**Strategy 1:** *Develop Implementation Plans for reducing nutrient pollution into major aquatic ecosystems that meet goals set under total maximum daily load plans.*

**SFY13 Milestone:** Coordinate stakeholder-driven processes focused on action planning.

**SFY14 Milestone:** Work with EPA to ensure TMDLs meet Clean Water Act requirements.

**SFY15 Milestone:** Align implementation plan priorities with tactical basin plans for major tributaries.

**Strategy 2:** *In conjunction with developing an implementation plan for the Lake Champlain TMDL and the Long Island Sound TMDL, evaluate innovations in water pollution regulation such as pollution trading, offsets, and integrated wastewater and stormwater permitting.*

**SFY13 Milestones:** Research and develop options; begin stakeholder outreach and discussion on specific options.

**SFY14 & 15 Milestones:** Finalize implementation plan and develop selected policy proposals, as appropriate.

**Strategy 3:** *Develop an agricultural pollution strategy in cooperation with Agency of Agriculture, Office of the Attorney General and the Natural Resources Conservation Service of the USDA using a facilitated dialogue.*

**SFY13 Milestones:** Research and develop options; Convene stakeholders including farmers, businesses, watershed groups and other environmental organizations for input on options through a facilitated dialogue.

**SFY14 & 15 Milestones:** Develop and implement strategy.

**Strategy 4:** *Issue municipal separate stormwater sewer system (MS4) permits for large Lake Champlain watershed communities and provide technical assistance to affected communities during the planning phase.*

**SFY13 Milestones:** Issue MS4 general permit and provide technical assistance to MS4 communities.

**SFY14 & 15 Milestones:** Identify additional municipalities that may be suitable for MS4 permit requirements.

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**Outcome 2:** Proactive resource protection and management.

**Strategy:** *Develop and implement tools to enhance proactive resource protection and management.*

**SFY13 Milestones:** Begin development of tools to enhance proactive resource protection and management; develop rules as necessary.

**SFY14 Milestones:** Begin implementation of proactive resource protection and management tools.

**SFY 15 Milestones:** Continue implementation of tools.

## Goal 8:

Develop a coordinated statewide effort to address pollution that threatens the public health and the environment.

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**Outcome 1:** In collaboration with Vermont Department of Health, development of a set of environmental protection goals that support and complement public health goals.

**Strategy:** *Meet with Vermont Department of Health to develop a set of shared strategic priorities that require a coordinated effort to protect public health.*

**SFY13 Milestone:** Establish a shared list of priorities with accompanying action plans.

**SFY14 & 15 Milestones:** Implement plans.

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**Outcome 2:** Updated groundwater protections which fulfill state public trust obligations.

**Strategy 1:** *Update the underground injection control (UIC) program to maintain protections while clarifying and streamlining the permitting process while ensuring approved injection wells function under flood conditions.*

**SFY13 Milestone:** Complete the re-write of the UIC Rules.

**SFY14 & 15 Milestones:** Adopt and Implement the new UIC Rules.

**Strategy 2:** *Update Groundwater Rule and Protection Strategy and Adopt Final Guidance on Public Trust and Groundwater.*

**SFY13 Milestone:** Form internal work group and solicit input from ANR programs and key constituent groups.

**SFY14 Milestone:** Complete rule revision.

**SFY15 Milestone:** Adopt and implement rule revision.

**Strategy 3:** *Produce maps of known sources of groundwater contamination (arsenic, radionuclides) and do public outreach in affected communities.*

**SFY13 Milestone:** Complete maps for Bristol Bedrock and Surficial quadrangles.

**SFY14 Milestone:** Complete Regional Compilation for west central Vermont including Williston, Hinesburg, and Bristol.

**SFY15 Milestone:** Complete new quadrangle and/or another regional compilation.

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**Outcome 3:** Reduced public health risks from air toxics.

**Strategy 1:** *Work with the Department of Health to develop health impact assessments on residential and small-scale wood or biomass combustion units and promote advanced technology units.*

**SFY13, 14, & 15 Milestones:** Adopt new source performance standards for residential combustion sources and determine the health studies necessary to evaluate the remaining public health impacts.

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**Outcome 4:** Improved water pollution control and water supply infrastructure and community assistance.

**Strategy 1:** *Study revenue options for water pollution control including construction and operation of stormwater, wastewater and water supply infrastructure, as well as for controlling water pollution from farms.*

**SFY13 Milestone:** Research programs in other states and recommend appropriate options to the Vermont legislature that identifies long term needs, funding gaps and possible funding sources.

**SFY14 & 15 Milestones:** Implement revenue option or options adopted by Vermont legislature.

**Strategy 2:** *Re-establish and expand programs to provide technical and financial planning assistance to small communities to help them maintain and upgrade their water and wastewater systems.*

**SFY13 Milestone:** Work with municipalities to secure funding for a statewide financial planning program and expanded technical assistance.

**SFY14 & 15 Milestones:** Re-establish and expand programs for technical and financial assistance to municipalities.

## Goal 9:

Promote a renewable and low carbon energy footprint to implement climate change goals of the Comprehensive Energy Plan (CEP) while keeping energy costs competitive.

**Outcome:** Greenhouse Gas Emissions Reduction Plan in place for Vermont sources and increase renewable energy supply to achieve state Comprehensive Energy Plan goals.

**Strategy 1:** *Work with partner agencies through the Climate Cabinet to meet energy goals, emission reduction targets, and energy security goals.*

**SFY14 Milestone:** Work with Department of Public Service to complete a Total Energy Standard to augment the state's renewable energy standard.

**Strategy 2:** *Add capacity to research and implement a program to address greenhouse gas emissions and to develop public information that will allow the public to make informed choices.*

**SFY14 Milestone:** Seek resources to implement above strategy.

**Strategy 3:** *Develop a framework for evaluation of the greenhouse gas benefits of proposed energy projects.*

**SFY14 & 15 Milestones:** Develop credible carbon accounting system for forest resources and evaluate feasibility of granting carbon credits for forest and agricultural resources managed for carbon sequestration.

Develop guidance for preparation of the greenhouse gas benefits evaluation of section 248 applications for electricity projects, and standards for review of that evaluation.

**Strategy 4:** *Support the deployment of zero emission vehicles (ZEVs) and associated infrastructure to meet climate and energy goals by working with other northeast states and eastern provinces of Canada to promote the formation of an electric vehicle corridor in the Northeast.*

**SFY13 Milestone:** Facilitate the signing of a memorandum of understanding among states to facilitate the deployment of ZEVs and associated fueling infrastructure in the region; and work

with eastern provinces regarding the electric vehicle corridor.

**SFY 14 Milestone:** Propose legislation to provide incentives to overcome barriers to electric vehicle ownership; and increase of two thousand registered electric vehicles.

**SFY15 Milestone:** Additional increase of two thousand registered electric vehicles.

**Strategy 5:** *Develop geo-science information for understanding shallow geo-exchange for heating and cooling and deep geothermal potential for electrical generation.*

**SFY13 Milestone:** Collect temperatures in deep water wells and rock samples for analysis.

**SFY14 Milestone:** Analyze well water temperatures, rock thermal conductivity and chemistry.

**SFY15 Milestone:** Apply data to the understanding of Vermont's geothermal potential.

## Goal 10:

### Interstate Air Pollution Reduction Strategy.

**Outcome:** Reduced emissions of sulfur dioxide, nitrogen oxides, ground level ozone, mercury and other air toxics that are transported across state lines from downwind states; maintain attainment with national ambient air quality standards including the new proposed ozone standard.

**Strategy:** *Support New England Governors' initiative and efforts by states in the Ozone Transport Commission to address transport.*

**SFY13 Milestone:** Work with other northeastern states to develop a strategy for approval by the regional governors that will include advocacy before Congress and the courts supporting federal initiatives to reduce air pollution from coal-fired power plants.

**SFY14 & 15 Milestones:** Implement the strategy once approved.

## Goal 11:

### Improved Materials Management and Stewardship.

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**Outcome:** Reduced waste in landfills, greenhouse gas emissions and energy use.

**Strategy 1:** *Expand materials management approach to solid waste management, including electronic waste, recyclables and organics.*

**SFY13 Milestone:** Update and broaden state solid waste plan to implement requirements of *Act 148 – An Act relating to establishing universal recycling of solid waste.*

**SFY14 Milestones:** Public outreach and education regarding the new solid waste plans.

**SFY15 Milestone:** Implement new solid waste plan.

## Goal 12:

### Develop a viable and sustainable fund for the cleanup of abandoned or orphan contaminated sites and post-closure care of landfills.

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**Outcome:** Stable state funding source available to cleanup abandoned or orphan sites contaminated with hazardous waste and posing a threat to human health or the environment.

**Strategy 1:** *Study the extent and estimated cost of hazardous site mitigation needs and report on potential revenue sources for funding hazardous waste cleanups using the Environmental Contingency Fund.*

**SFY13 & 14 Milestone:** Begin stakeholder process to review funding needs and evaluate options for revenue sources.

**SFY14 Milestone:** Submit proposal to legislature for funding.

**SFY15 Milestone:** Implement funding source.

**Strategy 2:** *Identify landfills beyond post-closure care requirements that require ongoing monitoring or remediation and develop a plan for funding and overseeing that work.*

**SFY13 & 14 Milestone:** Study the extent and estimated cost of funding ongoing monitoring or remediation work at closed landfills where post-closure care requirements are expiring.

**SFY14 & 15 Milestones:** Propose options to the Vermont legislature.

## Goal 13:

**Enhance Geo-science information by updating geologic maps, including physical and chemical hydrogeological data and natural hazard identification.**

**Outcome:** Improved information made available to the public to inform decisions about water supply, renewable energy projects and other projects that depend upon high quality geologic information.

**Strategy 1:** *Conduct and complete geologic mapping projects with associated sampling.*

**SFY13 Milestone:** Geologic mapping of 2 bedrock and 2 surficial geology quadrangles.

**SFY14 & 15 Milestones:** Geologic mapping of 1 bedrock and 2 surficial geology quadrangles.

**Strategy 2:** *Develop comprehensive groundwater characterization modeling for targeted watersheds.*

**SFY13 Milestone:** Assess division program needs to develop action plan.

**SFY14 Milestone:** Research available modeling software and select preferred model for testing.

**SFY15 Milestone:** Pilot trial software, purchase software, obtain relevant datasets and run preliminary models.

## Goal 14:

**Promote scientific research and environmental monitoring.**

**Outcome:** The Department's ability to provide environmental monitoring capabilities to protect public health and the environment is financially viable.

**Strategy:** *Address the examination of Vermont's environment through an analysis of monitoring programs and the long-term funding that sustains data collection.*

- SFY13 Milestone:** Form a group of agency scientists to address monitoring and funding issues.
- SFY14 Milestone:** Choose important programs at funding risk for a coordinated approach to stabilize each effort.
- SFY15 Milestone:** Continue comprehensive planning to address overall Department and Agency monitoring and integrated science for an effective and defensible examination of Vermont's environment in support of Department and Agency missions.

## Goal 15:

### Develop management training program.

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**Outcome:** Employees continuously improve work quality and responsiveness.

**Strategy 1:** *Establish quarterly trainings by and for department managers.*

**SFY14 Milestone:** Develop and complete management training including workplace professionalism and performance measure development and evaluations.

## Goal 16:

### Develop emergency response guidance, procedures and training for staff.

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**Outcome:** Staff is proficient in responding to a full range of emergencies and providing information to Vermonters on means to reduce risks. Improved communication between VTDEC Dam Safety and VEM, Improved communication between VEM and affected public.

**Strategy 1:** *Update continuity of operations plan (COOP).*

**SFY14 Milestone:** Update COOP.

**Strategy 2:** *Work with Vermont Emergency Management on a departmental emergency risk assessment Provide Incident Command Structure (ICS) and emergency response training to selected staff.*

- SFY13 Milestone:** Key DEC staff and supervisors are trained in ICS and emergency response.
- SFY 14 Milestone:** Develop a training plan for response to all hazards. Establish an Emergency Response Committee, from within DEC programs, for all hazards and appropriate level of multi agency coordination, and establish a training schedule for staff.
- SFY 15 Milestone:** Full implementation of training schedule for exercising emergency response plan, update plans, as appropriate, from lessons learned.

**Goal 17:**

**Ensure high employee morale and work satisfaction.**

**Outcome:** Agency employees feel valued in their work to advance the mission and are empowered to make good, consistent decisions at the lowest possible level of the organization.

**Strategy 1:** *Optimize communication between staff and management.*

**SFY13 Milestone:** Create opportunities to increase management interaction with staff.

**SFY 14 & 15 Milestones:** Engage staff in budget development and integrated planning processes.

**Strategy 2:** *Transition and succession plans are implemented and address pending retirements.*

**SFY13 Milestones:** Review, revise and implement DEC 2010 transition and succession plan; Successfully complete several pilots of position sharing and mentoring retirees and successors.

**SFY14 Milestone:** Expand pilots to business as usual.

## Goal 18:

**Establish and implement technology practices and systems that support greater program efficiency and effectiveness to serve internal and external customers.**

**Outcome:** Optimal collaboration and coordination between DEC programs and ANR Information Technology Division (ANR IT) that leverages greater capacity and opportunities for effectiveness and innovation.

**Strategy 1:** *Support flexibility for the department to hire and utilize staff with mixed program and IT responsibilities. Routine IT tasks are assumed by program staff.*

**SFY14 Milestone:** Ensure DEC divisions and programs have capabilities to complete routine ANR IT tasks and draft cross-DEC MOU with ANR IT regarding program based staff standards and responsibilities.

**Strategy 2:** *Improve priority setting process between department managers and ANR IT.*

**SFY13 Milestone:** Establish DEC wide workgroup that includes ANR IT to develop annual work plan based on program priorities, including Business Transformation Initiatives.

**SFY14 & 15 Milestones:** Complete and implement work plans.

## Goal 19:

**Ensure stable and sustainable funding for the Department is based on realistic assessments of workload and responsibilities in light of the State's mission and public expectations, as well as revenue and funding sources.**

**Outcome:** Funding for the Department is based on realistic assessments of the workload and responsibilities in light of the mission and public expectations, as well as the revenue and funding sources.

**Strategy 1:** *Establish bottom up budget development process resulting in performance based program budgets. Identify and propose revenue sources including fees or taxes as necessary to implement new policy initiatives or to fully fund existing programs established by the Vermont legislature.*

**SFY13 Milestone:** Develop performance based budget proposals for FY14 and corresponding legislative agenda.

**SFY14 Milestone:** Develop performance based budget for FY15 and corresponding legislative agenda including analysis of fees for the 2015 legislative session.

**SFY15 Milestone:** Continue performance based budget development.

**Strategy 2:** *Provide baseline funding for department operations including upgrades of communications and information technology equipment and software, staff training and development, equipment purchase and maintenance, and facilities maintenance.*

**SFY13 Milestone:** Creation and formation of a new Administration & Innovation Division to encompass and centralize key cross departmental functions and services. Including: financial management, operational services such as coordination of various office management functions, and planning and innovation.

**SFY 14 & 15 Milestones:** Formation of task groups related to specific organizational functions. Task groups will be charged with evaluating current processes, related revenues/expenses and needs assessments. The various findings of those respective groups will be reported to the Department's leadership for review, consideration and further action as deemed appropriate.

## Goal 20:

**Establish integrated planning process.**

**Outcome:** Department has a formal three year planning process in place that informs and integrates division work plans, cross department strategic planning, federal performance partnership agreement, performance-based budget proposals, and legislative initiatives.

**Strategy 1:** *Align EPA Performance Partnership Agreement (PPA) process plans with process for developing internal divisional strategic and work plans.*

**SFY13 Milestone:** Finalize the federal fiscal years 13-15 performance partnership agreement through an expanded process with DEC and EPA management.

**SFY14 & 15 Milestones:** Participate in EPA Priorities and Commitments (P&C) List development process taking opportunity to shift to DEC priorities.

**Strategy 2:** *Ensure each division has annual work plans that reflect core state and federal requirements and Division, program, DEC strategic plans, as well as EPA PPA/P&C requirements.*

**SFY13, 14, & 15 Milestones:** Annually update division work plans.

**Strategy 3:** *Ensure that outcomes of budget development based on– performance based goals align with Division and DEC plans.*

**SFY14 Milestone:** DEC legislative and budget priorities submitted to the Administration and Legislature reflect department-wide planning process. Continue process improvements to develop “bottom-up” approach to budget development.

**Strategy 4:** *Develop Legislative Agenda based on Department wide planning process with input from Division directors and program staff to ensure that legislative and associated budget priorities align with division work plans.*

**SFY14 Milestone:** Develop legislative agenda for 2014 session using expanded approach.

**SFY15 Milestone:** Assess effectiveness of new approach and refine for 2015 legislative session.

## Goal 21:

### Consolidate laboratory functions.

**Outcome:** Environmental chemistry lab functions are maintained in a manner that provides convenient service to DEC programs, lab practices are compliant with environmental laws, costs are minimized and efficiencies of scale realized through consolidation of lab functions with other state labs as appropriate.

**Strategy 1:** *Evaluate consolidation of the environmental chemistry laboratory with the Agency of Agriculture, Food and Markets laboratory.*

**SFY13 & 14 Milestones:** Secure funding for feasibility study to determine best operating model to meet the analytical needs of Vermont regulatory programs, Vermont’s businesses, citizens and the environment.

**SFY 15 Milestone:** Complete study and make recommendations for lab consolidation, if appropriate.

**Strategy 2:** *Evaluate the potential for New England regional environmental laboratory consolidation and privatization of some laboratory services.*

**SFY13 Milestone:** Coordinate request by New England environmental commissions to EPA for funding of a National Academies of Sciences study of potential consolidation or privatization.

## Appendix A: Department Statutory Authority/Relevant Rules & Regulations

### State Statutes

Chapter 7	GEOLOGIC SURVEYS AND REPORTS §§ 101 – 105
Chapter 8	GEOGRAPHIC INFORMATION §§ 121 – 126
Chapter 9	GEOGRAPHIC NAMES §§ 151 – 154
Chapter 11	DEVELOPMENT OF LAKE CHAMPLAIN BASIN §§ 171 – 201
Chapter 23	AIR POLLUTION CONTROL §§ 551 – 585
Chapter 31	SOIL CONSERVATION ACT §§ 701 – 748
Chapter 32	FLOOD HAZARD AREAS §§ 751 – 753
Chapter 35	DRAINAGE OF LOW LANDS §§ 851 – 865
Chapter 37	WETLANDS PROTECTION AND WATER RESOURCES MANAGEMENT §§ 901 – 921
Chapter 39	WATERSHED PROTECTION AND FLOOD PREVENTION §§ 951 – 961
Chapter 41	REGULATION OF STREAM FLOW §§ 1001 – 1032
Chapter 43	DAMS §§ 1080 – 1106
Chapter 45	CONNECTICUT RIVER FLOOD CONTROL COMPACT §§ 1151 – 1198
Chapter 46	INTERSTATE WASTE COMPACT §§ 1201 – 1224
Chapter 46A	INTERSTATE PUBLIC WATER SUPPLY COMPACT §§ 1231 – 1235
Chapter 47	WATER POLLUTION CONTROL §§ 1250 – 1386
Chapter 48	GROUNDWATER PROTECTION §§ 1390 – 1419 LICENSING OF WATER WELL DRILLERS § 1395 - 1403
Chapter 49	PROTECTION OF NAVIGABLE WATERS AND SHORELANDS §§ 1421 – 1427
Chapter 50	AQUATIC NUISANCE CONTROL §§ 1451 – 1460
Chapter 53	BEVERAGE CONTAINERS; DEPOSIT-REDEMPTION SYSTEM §§ 1521 – 1529
Chapter 55	AID TO MUNICIPALITIES FOR WATER SUPPLY, POLLUTION §§ 1571 – 1653
Chapter 56	PUBLIC WATER SUPPLY §§ 1671 – 1685
Chapter 57	VERMONT WHEY POLLUTION ABATEMENT AUTHORITY LAW §§ 1701 – 1891
Chapter 59	UNDERGROUND AND ABOVEGROUND LIQUID STORAGE TANKS §§ 2 – 1944
Chapter 61	WATER SUPPLY AND WASTEWATER PERMIT §§ 1951 – 1957
Chapter 63	VERMONT CITIZENS ADVISORY COMMITTEE ON LAKE CHAMPLAIN §§ 1960 – 1961
Chapter 64	POTABLE WATER SUPPLY AND WASTEWATER SYSTEM PERMIT §§ 1971 – 1980
Chapter 159	WASTE MANAGEMENT §§ 6601 – 6656
Chapter 161	DISPOSAL OF LOW-LEVEL RADIOACTIVE WASTE §§ 7000 – 7050
Chapter 162	TEXAS LOW-LEVEL RADIOACTIVE WASTE DISPOSAL COMPACT §§ 7060 – 7069

Chapter 164	COMPREHENSIVE MERCURY MANAGEMENT §§ 7101 – 7116
Chapter 164A	COLLECTION AND DISPOSAL OF MERCURY-CONTAINING LAMPS §§ 7151 – 7160
Chapter 165	GENERAL PERMIT AUTHORITY §§ 7500 – 7505
Chapter 166	COLLECTION AND RECYCLING OF ELECTRONIC DEVICES §§ 7551 – 7564
Chapter 201	ADMINISTRATIVE ENVIRONMENTAL LAW ENFORCEMENT §§ 8001 – 8019
Chapter 211	CIVIL ENFORCEMENT §§ 8221 – 8221
Chapter 220	CONSOLIDATED ENVIRONMENTAL APPEALS §§ 8501 – 8506