

ENERGY AND ENVIRONMENT CABINET
STRATEGIC PLAN
FY2018-2022

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ENERGY AND ENVIRONMENT CABINET

Overview

The Energy and Environment Cabinet was initially created via reorganization in June 2008 (EO 2008-531) to more efficiently manage Kentucky's energy, natural resources, and environmental programs. However, this reorganization was not ratified during the 2009 legislative session, so EO 2009-535 (signed June 12, 2009) reorganized the Cabinet again which was ultimately ratified during the 2010 legislative session via HB 393. The creation of the Energy and Environment Cabinet allows a more efficient and effective use of state resources in critical areas of environmental protection, mine safety, natural resources management, and energy policy development.

EEC includes the Office of the Secretary (OOS), Department for Environmental Protection (DEP), Department for Natural Resources (DNR), and Department for Energy Development and Independence (DEDI). In addition, the Mine Safety Review Commission (MSRC), Public Service Commission (PSC), and Kentucky State Nature Preserves Commission (KSNPC) are attached to EEC for administrative purposes.

The EEC Strategic Plan is organized by department and each section includes a departmental organization chart.

Mission

Improve the quality of life for all Kentuckians by protecting our land, air, and water resources; by utilizing our natural resources in an environmentally conscientious manner; and by innovating and creating efficient, sustainable energy solutions and strategies that create a base for strong economic growth.

Vision

To be recognized as a leader among the states for holistically addressing energy, natural resources and environmental challenges.

Core Values & Principles

- *Integrity:* We believe in adherence to the highest standards of professional conduct.
- *Fairness:* We implement and enforce the Cabinet's regulations fairly across all regulated entities.

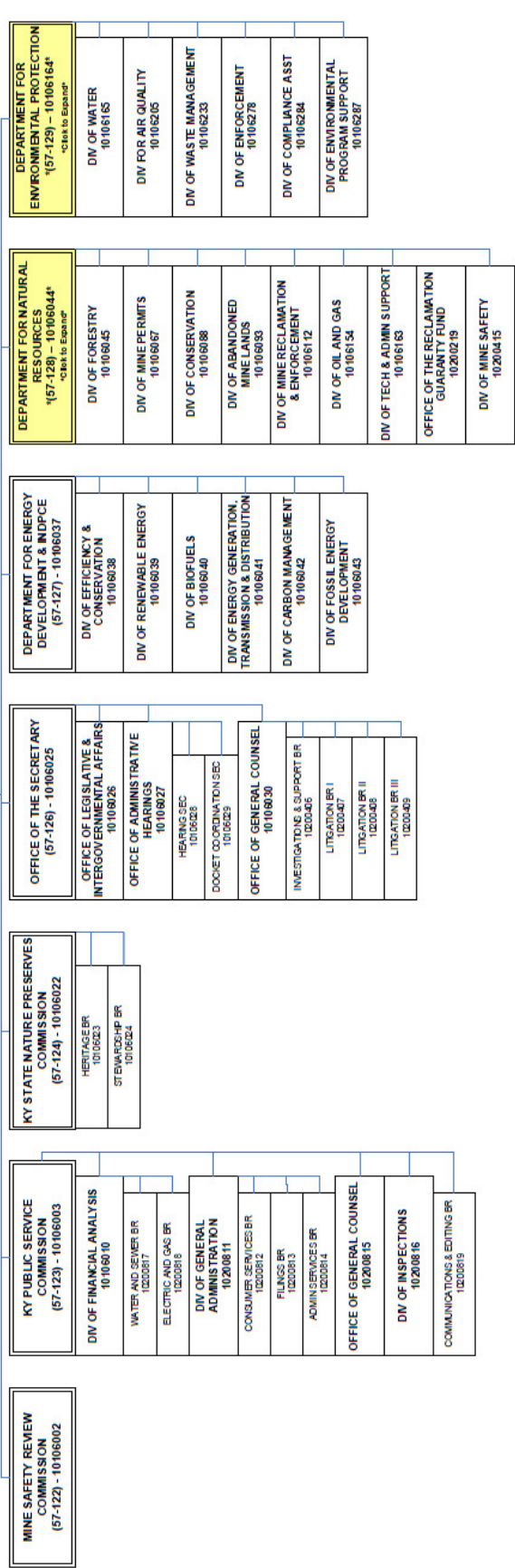
- *Reliability and Timeliness:* We are committed to responding to all citizens, regulated entities, elected officials, media, federal, state, and local government agencies, and others who depend on answers, permits, etc., in a timely manner.
- *Professionalism:* As primarily a regulatory agency, we take seriously the importance of being courteous and professional in all of our discussions and correspondence with regulated entities.
- *Cooperation:* We do not act alone in carrying out the Cabinet’s mission, and our success depends greatly on mutually supportive interactions with our federal counterparts, other agencies in state government, and local governments.
- *Accountability:* We are fully accountable for our actions and decisions that have an impact on citizens and industries.

ALIGNMENT OF EEC STRATEGIC PLAN WITH EXECUTIVE BRANCH GOALS

Evident in the EEC strategic plan are efforts or planned efforts to create economic opportunities, create a healthier Kentucky, ensure safe communities, and enhance responsible government. Our regulatory agencies implement and maintain a broad range of environmental standards designed to protect human health and our air, water, and land resources. A healthy environment is integral to a healthy economy and prospects for job creation. The cabinet works in cooperation with local entities to ensure safe communities by establishing programs to reduce the incidence and impact of wild land fires. Our programs also protect coal miners, loggers, agricultural workers and others in their jobs, jobs that often have a higher level risk than many other occupations.

How we develop and utilize our energy resources in the 21st Century is different from what we have done in the past. In today’s complex and highly industrialized society, reliable, affordable energy is a necessity for all Kentuckians and is key to growing Kentucky’s economy. Creating and supporting energy-related jobs in Kentucky is a high priority within the EEC.

Toward that end, the cabinet has a number of initiatives that support the goals of the Executive Branch to link environmental, natural resources and energy programs in a holistic and cooperative manner. The Cabinet is committed to making sure its regulatory programs remain responsive to the changing requirements of related federal environmental programs while remaining consistent with state regulatory requirements.



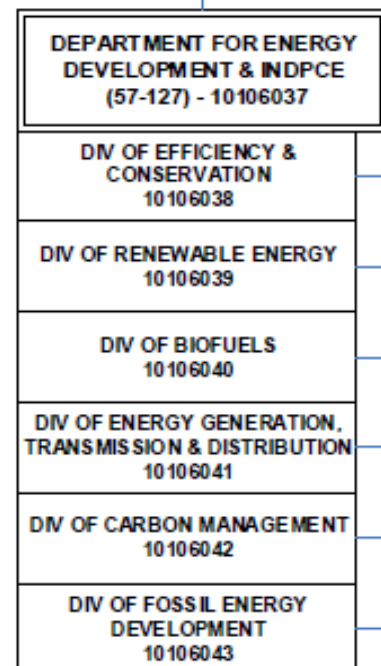
DEPARTMENT FOR ENERGY DEVELOPMENT AND INDEPENDENCE

Overview

Kentucky's economy has long been tied to responsible production and use of our energy resources. Kentucky's affordable, reliable electricity generation has helped the Commonwealth create a robust manufacturing sector that provides consumer products for the rest of the nation and for the world. Today, nationally and globally, public policy and regulatory forces are exerting increasing pressure on our traditional energy economy, affecting our ability to choose energy resources that best meet the needs of the Commonwealth.

Market forces such as the current low cost of natural gas, decreasing costs of renewables, improved access to out-of-state energy resources, falling demand for electricity and a proliferation of corporate sustainability goals are affecting the energy landscape. Electricity generation, transmission, and distribution are becoming more technologically advanced, presenting opportunities and challenges from smart grids, demand response, distributed energy, and other applications.

This revised strategic plan for the Department for Energy Development and Independence is designed to help the Commonwealth address our energy needs in a holistic and integrated manner to guide informed decision-making in a way that best protects our historic low-cost energy price advantage and ensures a reliable and resilient Commonwealth.



Goal 1: Be the Customer-Driven Recognized State Energy Policy Authority

Provide assistance to industry, policymakers, and citizens in all energy related matters and issues that affect everyday lives and promote responsible energy policies that provide affordable, reliable, and sustainable energy to all citizens of the Commonwealth.

The Department for Energy Development and Independence ("DEDI") was established by the Kentucky Legislature in 2010 legislative session with the legislative directives identified in KRS 152.712.

The establishment of DEDI by the Kentucky Legislature with these statutory directives clearly indicates that it is the desire and intent to make DEDI the recognized policy authority for all things energy related that affect the citizens of the Commonwealth. Therefore, it is the intent

for DEDI to provide assistance to its stakeholders by means of policy, guidance, education, and training.

Objective 1: Develop, maintain and revise accordingly the statewide energy plan.

Tactic 1.1: Review and revise the existing statewide energy plan for areas of improvement/relevance due to technological innovation, costs of resources, market changes, or validity of the strategy.

Measure: 2018 Comprehensive Energy Plan.

Baseline: 2008 Comprehensive Energy Plan.

Action 1.1.1: Assess and modify existing plan with regards to energy efficiency strategy in state owned buildings and schools based on technological improvements and lower costs of resources.

Action 1.1.2: Analyze and modify existing plan with regards to state owned vehicle fleet.

Action 1.1.3: Analyze and modify existing plan with regards to recommendations on carbon capture and storage.

Action 1.1.4: Analyze and modify existing plan with regards to recommendations on coal-to-gas.

Action 1.1.5: Analyze and modify existing plan with regards to recommendations on coal-to-liquids.

Action 1.1.6: Analyze and modify existing plan with regards to goals on renewables.

Action 1.1.7: Analyze and modify existing plan with regards to recommendations on nuclear power

Objective 2: Leverage resources to provide assistance and promote energy policies that provide affordable, reliable, and sustainable energy resources and technologies.

Tactic 2.1: Identify and engage with collaborative partners that will help advance the goals of the Department, the Cabinet, and the administration.

Measures: No measure needed.

Baselines: No measure needed.

Action 2.1.1: Research, identify and collaborate with partners both statewide and regionally for energy research and development.

Action 2.1.2: Form stakeholder groups as necessary to identify issues and potential solutions on energy topics.

Action 2.1.3: Attend state and national energy conferences/meetings to create a network of knowledgeable colleagues that can be used to solve issues and develop policies.

Action 2.1.4: Foster a relationship with U.S. Department of Energy/National Energy Technology Laboratory and other research funding sources to find common ground where support for energy research can be combined.

Objective 3: Serve the citizens of the Commonwealth as it relates to energy issues.

Tactic 3.1: Be available as necessary to provide information, recommendations or assistance.

Measures: Number of requests for information and assistance in SFY18-SFY22.

Baselines: Number of requests for information and assistance in SFY17.

Action 3.1.1: Respond to requests for assistance and information.

Action 3.1.2: Develop and give presentations to stakeholder groups.

Action 3.1.3: Develop educational materials to assist citizens with energy issues.

Action 3.1.4: Maintain social media and the state energy website with current energy information.

Action 3.1.5: Help coordinate energy topics for state conferences.

Objective 4: Ensure staff is knowledgeable on energy issues, policies, and technologies, including those related to the transportation sector.

Tactic 4.1: Assign staff to attend continuing education on energy subject matters pertaining to their respective areas of expertise.

Measures: Number of training hours in SFY18-SFY22.

Baselines: Number of training hours in SFY17.

Action 4.1.1: Attend training events on energy topics.

Action 4.1.2: Meet with the Kentucky Public Service Commission as required on energy topics.

Action 4.1.3: Attend stakeholder meetings at the federal, regional, state, and local level.

Action 4.1.4: Attend webinars on technical topics and emerging issues.

Action 4.1.5: Collaborate with industry groups, government agencies, and others on energy-related policies, technologies, and initiatives.

Objective 5: Conduct research and provide in-depth policy documents on energy resources and issues for executive branch leadership.

Tactic 5.1: Assign staff to monitor federal and other states' activities and policies and share information.

Measures: No measure needed.

Baselines: No measure needed.

Action 5.1.1: Track federal regulations and legislation on energy and environmental issues.

Action 5.1.2: Monitor energy and electric utility policymaking activities in other states, especially surrounding states.

Goal 2: Employment Growth and Retention

Assist in economic development efforts by helping to optimize Kentucky's potential to use its domestic energy resources as a driver for economic growth which subsequently will achieve and help to maintain affordable energy costs, reliability and sustainability.

Kentucky is blessed with multiple resources for energy ranging from coal, oil, natural gas, rivers and streams, renewable resources such as solar, wind, and biofuels, and energy efficiency solutions. As such, electricity rates are among the lowest in the nation as a result of low-cost baseload coal generation and low natural gas prices. Affordable, relatively predictable electricity prices have led to a robust manufacturing sector as a basis of quality jobs within the state. Under new federal regulations requiring stricter controls on emissions, Kentucky must take steps to ensure that energy costs remain affordable, that energy supplies are reliable and that the resources utilized for energy supply are sustainable to retain current jobs and attract new businesses to the state. Kentucky must also recognize, as it navigates through this changing energy environment, the desire and direction of a growing number of businesses and manufacturers with sustainability goals seeking renewable energy resources.

Objective 1: Track and analyze costs, reliability and sustainability of Kentucky's energy sector, fossil and renewable.

Tactic 1.1: Develop and maintain database on energy resources.

Measures: Energy sector employment as of CY18-CY22.
Energy resource production as of CY18-CY22.
Energy resource consumption in CY18-CY22.
Energy resource potential in CY18-CY22.

Baselines: Energy sector employment as of CY17.
Energy resource production in CY17.

Energy resource consumption in CY17.
Energy resource potential in CY17.

- Action 1.1.1:** Coordinate data collection activities and retention and verification of data with appropriate sources.
- Action 1.1.2:** Develop relationship with producers and consumers for data acquisition.
- Action 1.1.3:** Develop relationship with mining companies for employment data and tonnage mined data.

Tactic 1.2: Develop and maintain database on electricity generating units, fossil and renewable.

Measures: Number of utility scale electricity generating units as of CY18-CY22.
Number of distributed electricity generation units as of CY18-CY22.
MW of installed utility scale electricity generating units as of CY18-CY22.
MW of distributed electricity generating units as of CY18-CY22.
MWh of utility scale electricity production as of CY18-CY22.
MWh of distributed electricity production as of CY18-CY22.
MW of energy storage as of CY18-CY22.
Percent capacity factor of electricity generating units as of CY18-CY22.

Baseline: Number of utility scale electricity generating units as of CY17.
Number of distributed electricity generation units as of CY17.
MW of installed utility scale electricity generating units as of CY17.
MW of distributed electricity generating units as of CY17.
MWh of utility scale electricity production as of CY17.
MWh of distributed electricity production as of CY17.
MW of energy storage as of CY17.
Percent capacity factor of electricity generating units as of CY17.

- Action 1.2.1:** Track all power plants—environmental controls, announced or planned closures, production and consumption.
- Action 1.2.2:** Develop relationships with utility stakeholders.
- Action 1.2.3:** Develop relationships with energy project developers.

Tactic 1.3: Develop and maintain database on energy efficiency and demand reduction (residential, commercial and industrial).

Measures: MW demand reduction as of SFY18-SFY22.
MWh of energy saved in SFY18-SFY22.
Dollars spent (by utilities, energy efficiency and demand reduction programs, and Energy Services Companies); \$/MW and \$/kWh; in SFY18-SFY22.

Baselines: MW of demand reduction as of SFY17.
MWh of energy saved in SFY17.
Dollars spent (by utilities, energy efficiency and demand reduction programs, and Energy Services Companies); \$/MW and \$/kWh; in SFY17.

Action 1.3.1: Develop and maintain relationship with stakeholders implementing energy efficiency and demand reduction programs.

Action 1.3.2: Track energy efficiency reductions in state owned buildings.

Action 1.3.3: Encourage Kentucky's industries to voluntarily share energy efficiency performance data, best practices, or case studies.

Action 1.3.4: Track demand side reduction programs in utility Integrated Resource Plans.

Action 1.3.5: Track school energy savings through energy management reports.

Action 1.3.6: Encourage Kentucky's local communities to voluntarily share case studies.

Tactic 1.4: Develop and maintain database for reporting purposes on emissions from electric generating units.

Measures: Tons of CO₂ emitted by electricity generating units as of CY18-CY22.
Tons of CO₂ emitted per MWh by electricity generating units as of CY18-CY22.
Tons of SO₂ emitted by electricity generating units as of CY18-CY22.

Tons NO_x emitted by electricity generating units as of CY18-CY22.
Baselines: Tons of CO₂ emitted by electricity generating units as of CY17.

Tons CO₂ emitted per MWh by electricity generating units as of CY17.

Tons of SO₂ emitted by electricity generating units as of CY17.

Tons of NO_x emitted by electricity generating units as of CY17.

Action 1.4.1: Update and maintain state database as it becomes available from the Environmental Protection Agency.

Tactic 1.5: Develop and maintain database on electricity consumption.

Measures: Total MWh consumed in Kentucky as of CY18-CY22.
MWh consumed by each sector (commercial, residential and industrial) as of CY18-CY22.
Electricity intensity of manufacturing (\$/MWh) as of CY18-CY22.

Baselines: Total MWh consumed in Kentucky as of CY17.
MWh consumed by each sector (commercial, residential and industrial) as of CY17.
Electricity intensity of manufacturing (\$/MWh) as of CY17.

Action 1.5.1: Update and maintain state database as it becomes available from the Energy Information Administration and Bureau of Economic Analysis.

Tactic 1.6: Develop methodologies for tracking alternative fuels and alternative fuel vehicles, including electric.

Measures: Number of alternative fuel facilities as of CY18-CY22.

Baselines: Number of alternative fuel facilities as of CY17.

Action 1.6.1: Assess alternative fuel markets in Kentucky.

Action 1.6.2: Identify partners to collect data on alternative fuel locations and manufacturers.

Action 1.6.3: Work with Kentucky Department of Transportation to track alternative fuel vehicle penetration in Kentucky.

Objective 2: Identify opportunities for economic development that utilizes affordable and sustainable energy.

Tactic 2.1: Promote Kentucky's mine lands and brownfields as suitable locations for the development of energy facilities.

Measures: Number of suitable sites for energy projects as of SFY18-SFY22.

Baselines: Number of suitable sites for energy projects as of SFY17.

Action 2.1.1: Coordinate data collection activities and retention of data with Department of Natural Resources and Department for Environmental Protection.

Action 2.1.2: Catalog and keep current locations of suitable sites.

Action 2.1.3: Coordinate data with the EPA and DOE.

Action 2.1.4: Work with federal programs on identifying new sites for project development.

Action 2.1.5: Identify funding opportunities to aid in the project development of potential sites.

Tactic 2.2: Promote energy efficiency to reduce load and energy consumed.

Measures: Demand Side Management (DSM) metrics, the MWh saved in SFY18-SFY22.

Dollars spent on DSM (cost/kWh) in SFY18-SFY22.

Number of Kentucky ENERGY STAR certified schools in SFY18-SFY22.

Quantify energy reductions and cost savings in Kentucky's schools in SFY18-SFY22.

Number of Kentucky commercial and industrial facilities earning ENERGY STAR certification in SFY18-SFY22.

Baselines: DSM-MWh saved in SFY17.

Dollars spent on DSM in SFY17.

Number of ENERGY STAR certified schools as of SFY17.

Energy and cost savings recorded as of SFY17.

Number of Kentucky commercial and industrial facilities earning ENERGY STAR certification in SFY17.

Action 2.2.1: Promote energy savings performance contracting within state and local governments.

Action 2.2.2: Promote energy efficiency in schools through the school energy managers and ENERGY STAR recognition.

Action 2.2.3: Provide technical assistance to sister agencies on energy efficiency and "lead by example."

Action 2.2.4: Assist Kentucky's governmental/municipal entities to develop a comprehensive suite of energy efficiency programs.

Action 2.2.5: Assist with technical and educational information that helps to improve the energy efficiency of buildings through consistent implementation of energy codes.

Action 2.2.6: Encourage and promote innovative efficiency financing options for energy efficiency and demand side management.

Action 2.2.7: Encourage and promote programs and policies that improve the efficiency of manufactured homes.

Action 2.2.8: Promote energy efficiency in schools in partnership with the Kentucky Department of Education. (This relates to our collaboration with KDE to report on energy efficiency in Kentucky's K-12 schools (KRS 157.455).

Action 2.2.9: Promote energy efficiency in public facilities through education and outreach activities.

Tactic 2.3: Identify opportunities for distributed energy resources (DER).

Measures: Number of potential projects identified and requests for assistance.

Baseline: Number and location of existing DER in operation in SFY17.

Action 2.3.1: Identify candidate facilities for Combined, Heat, and Power projects.

Action 2.3.2: Identify sectors and drivers for distributed energy resources.

Action 2.2.3: Identify public private partnerships for development of distributed energy resources.

Action 2.2.4: Coordinate with utilities on programs targeted at distributed energy resources.

Action 2.2.5: Review statutes, regulations, and codes as it relates to distributed energy resources.

Action 2.2.6: Encourage and promote incentives and financing mechanisms that are fair, just, and reasonable and increase customer choice.

Objective 3: Promote Kentucky's energy resources as a driver for economic development.

Tactic 3.1: Identify and develop programs that increase energy literacy.

Measures: Number of individuals trained as of SFY18-SFY22.
Number of workshops DEDI conducts as of SFY18-SFY22.
Number of partner workshops as of SFY18-SFY22.

Baselines: Number of individuals trained as of SFY17.
Number of workshops DEDI conducted in SFY17.
Number of partner workshops SFY17.

- Action 3.1.1:** Support programs that increase energy literacy among residential, commercial, and industrial customers.
- Action 3.1.2:** Coordinate activities with Kentucky's university and post-secondary institutions that increase energy literacy.
- Action 3.1.3:** Administer the coal education grants.

Tactic 3.2: Provide technical and educational assistance for developing energy technologies and resources as related to economic development.

Measures: Number of projects in which assistance was provided in SFY18-SFY22.

Baselines: Number of projects in which assistance was provided in SFY17.

- Action 3.2.1:** Track research on energy sector developments within Kentucky's institutions and nationwide.
- Action 3.2.2:** Identify energy resources in Kentucky for future development.
- Action 3.2.3:** Encourage programs and policies that promote new technologies and development of innovative energy sector opportunities.
- Action 3.2.4:** Serve as a technical advisor to the Cabinet for Economic Development on energy-related project proposals.

Tactic 3.3: Identify barriers as they relate to using energy as a tool for economic development.

Measures: Number and type of barriers identified in SFY18-SFY22.

Baselines: Number and type of barriers identified in SFY17.

- Action 3.3.1:** Work with commercial and industrial operations and groups on energy topics of concern.
- Action 3.3.2:** Review regulations and statutes for barriers to development.
- Action 3.3.3:** Work with Cabinet for Economic Development on incentives and as a technical advisor on project development.
- Action 3.3.4:** Work with Cabinet for Economic Development identifying financial incentives to overcome economic barriers on energy projects.

Goal 3. Effectively Implement the State Energy Program

Leverage federal State Energy Program funding by identifying and working with partners who can deliver cost-effective and credible energy efficiency and renewable energy activities.

The U.S. Department of Energy (DOE) State Energy Program (SEP) provides grants and technical assistance to states and U.S. territories to promote energy conservation and reduce the growth of energy demand in ways that are consistent with national energy goals. SEP also supports the states in preparing for natural disasters by helping them develop energy emergency plans.

As the state energy office for Kentucky, DEDI uses SEP funding to support energy efficiency and renewable energy programs, projects and public outreach affecting all sectors of Kentucky's economy. Kentucky's State Energy Program (SEP) represents a combination of federal-state funding mechanisms. The seed monies provided by the Federal Government under the Energy Policy and Conservation Act (EPCA) and the Energy Conservation and Production Act (ECPA) allow DEDI to implement programs that provide ongoing benefits, such as through reduced energy costs through energy efficiency.

Program activities are designed to meet the state's goals by focusing on sectors that provide the following:

- Have significant energy-savings potential.
- Offer significant opportunities for successful implementation through partnerships with local, regional, and national organizations.
- Have significant support from federal agencies that enable programs to be implemented in a cost effective manner. For instance, programs such as ENERGY STAR allow Kentucky to leverage resources by tying to a national program that offers both resources and brand recognition.

Objective 1: Act as a responsible fiscal agent for U.S. Department of Energy State Energy Program or other secured funding.

Tactic 1.1: Comply with Kentucky contract and procurement statutes per KRS 45A and any corresponding state or federal flow-down requirements.

Measures: Reports and metrics submitted in SFY18-SFY22.
Grant Applications submitted for funding in SFY18-SFY22.

Baselines: Reports and metrics submitted in FY17.
Grant Applications submitted for funding in FY17.

Action 1.1.1: Attend relevant procurement training.

Action 1.1.2: Attend contract review meetings as required.

Action 1.1.3: Train staff on contract regulations as required.

Action 1.1.4: See approvals and clearinghouse reviews relative to state and federal requirements (e.g. environmental assessments, A-95 review, etc.).

Action 1.1.5: Document files and regularly report to funding authority to ensure clear fiscal and programmatic audit trail for all funded activities.

Tactic 1.2: Monitor and report on grant performance data to appropriate funding authority.

Measures: Grant performance measured and reported in SFY18-SFY22.

Baselines: Grant performance measured and reported in SFY17.

Action 1.2.1: Identify grant metrics for reporting period.

Action 1.2.2: Write narrative identifying accomplishments, issues and challenges for the reporting period.

Action 1.2.3: Maintain regular communications with project partners.

Action 1.2.4: Conduct periodic site visits.

Action 1.2.5: Compile fiscal information for reporting period.

Tactic 1.3: Submit U.S. Department of Energy SEP or other identified grant applications for FY17.

Measures: Grant applications submitted in SFY18-SFY22.

Baselines: Grant applications submitted in SFY17.

Action 1.3.1: Research grant/funding opportunities.

Action 1.3.2: Coordinate grant/funding application development with Objective 2, Tactic 2.1.

Action 1.3.3: Disseminate grant announcements to staff with grant timeline.

Action 1.3.4: Determine grants for submittal.

Action 1.3.5: Assign grant writing duties to staff.

Action 1.3.6: Assemble and submit grant application package for approval.

Objective 2: Provide project-based education and assistance in the Commonwealth in accordance with identified objectives of the State Energy Program or other secured funding.

Tactic 2.1: Identify projects in the Commonwealth to be funded through the State Energy Program or other secured funding.

Measures: Number and types of projects identified for funding in SFY18-SFY22.
Contracts for projects developed with identified partners SFY18-SFY22.

Baselines: Number and types of projects identified for funding in SFY17.
Contracts completed for projects in SFY17.

Action 2.1.1: Analyze sector information and determine appropriate projects to receive funding.

Action 2.1.2: Identify knowledgeable partner organizations capable of meeting identified project goals.

Action 2.1.3: Coordinate with Objective 1, Tactic 1.3.

Action 2.1.4: Develop collaboratively a project work plan.

Action 2.1.5: Develop contracts for identified partners to achieve desired results based on objectives outlined by U.S. DOE and other funding sources.

Tactic 2.2: Implement current project work plans and contracts funded through the State Energy Program or other secured funding.

Measures: Milestones completed under funding awarded to EEC in SFY18-SFY22.

Baselines: Milestones completed under funding awarded to EEC in SFY17.

Action 2.2.1: Oversee technical assistance to commercial and industrial operations in the Commonwealth to help them improve the energy efficiency of their facilities.

Action 2.2.2: Oversee continuing education to building contractors, architects, local officials, facility managers and others on High Performance Buildings, a holistic approach to designing, retrofitting and operating energy efficient, sustainable buildings.

Action 2.2.3: Oversee project that provides workshops on information on designing, retrofitting and operating energy efficient, sustainable buildings.

Action 2.2.4: Oversee technical assistance to wastewater treatment facilities on energy efficiency opportunities that conserve resources and improve compliance.

Action 2.2.5: Oversee project designed to increase energy education among Kentucky's primary and secondary teachers.

Tactic 2.3: Evaluate the performance of funded projects.

Measures: Contracts completed under funding awarded to EEC in SFY18-SFY22.

Baselines: Contracts completed under funding awarded to EEC in SFY17.

Action 2.3.1: Monitor progress of partners in achieving milestones in contract work plans.

Action 2.3.2: Communicate monthly with project partners on contract obligations.

Action 2.3.3: Attend events or meetings conducted per the terms of the contract.

Action 2.3.4: Monitor reports and invoices submitted per contract conditions.

Tactic 2.4: Communicate information on the performance and impact of funded projects in the Commonwealth.

Measures: Number of project communication opportunities developed for SFY18-SFY22.

Baselines: Number of communication opportunities developed for SFY17.

Action 2.4.1: Prepare annual report of project performance.

Action 2.4.2: Write articles for Cabinet webzine, press releases, posts for social media, and work with partners on other media outlets.

Action 2.4.3: Coordinate speaking engagements and events as they relate to funded projects.

Objective 3: Ensure the integration of energy issues in Kentucky's Emergency Preparedness.

Tactic 3.1: Assist in emergency preparedness activities within the Commonwealth as they relate to energy issues.

Measures: Updated contact list in SFY18-SFY22.

Updated plan in SFY18-SFY22.

Energy emergency assistance provided in SFY18-SFY22.

Baselines: Updated contact list in SFY17.

Updated plan in SFY17.

Energy emergency assistance provided in SFY17.

Action 3.1.1: Update Energy Assurance Plan and contact information.

Action 3.1.2: Maintain communications with members of Energy Resource Management Board and host meetings as needed.

- Action 3.1.3:** Monitor industry and fuels conditions and issue appropriate advance advisories to help avert emergency situations.
- Action 3.1.4:** Monitor and coordinate events to ensure timely response and mitigation of energy emergencies.
- Action 3.1.5:** Participate in energy assurance training events to stay current on industry and preparedness activities and **information.**
- Action 3.1.6:** Maintain communication with members of Infrastructure Security & Energy Restoration (ISER) and attend trainings.
- Action 3.1.7:** Maintain ISERnet communication and contact information.

DEPARTMENT FOR ENVIRONMENTAL PROTECTION

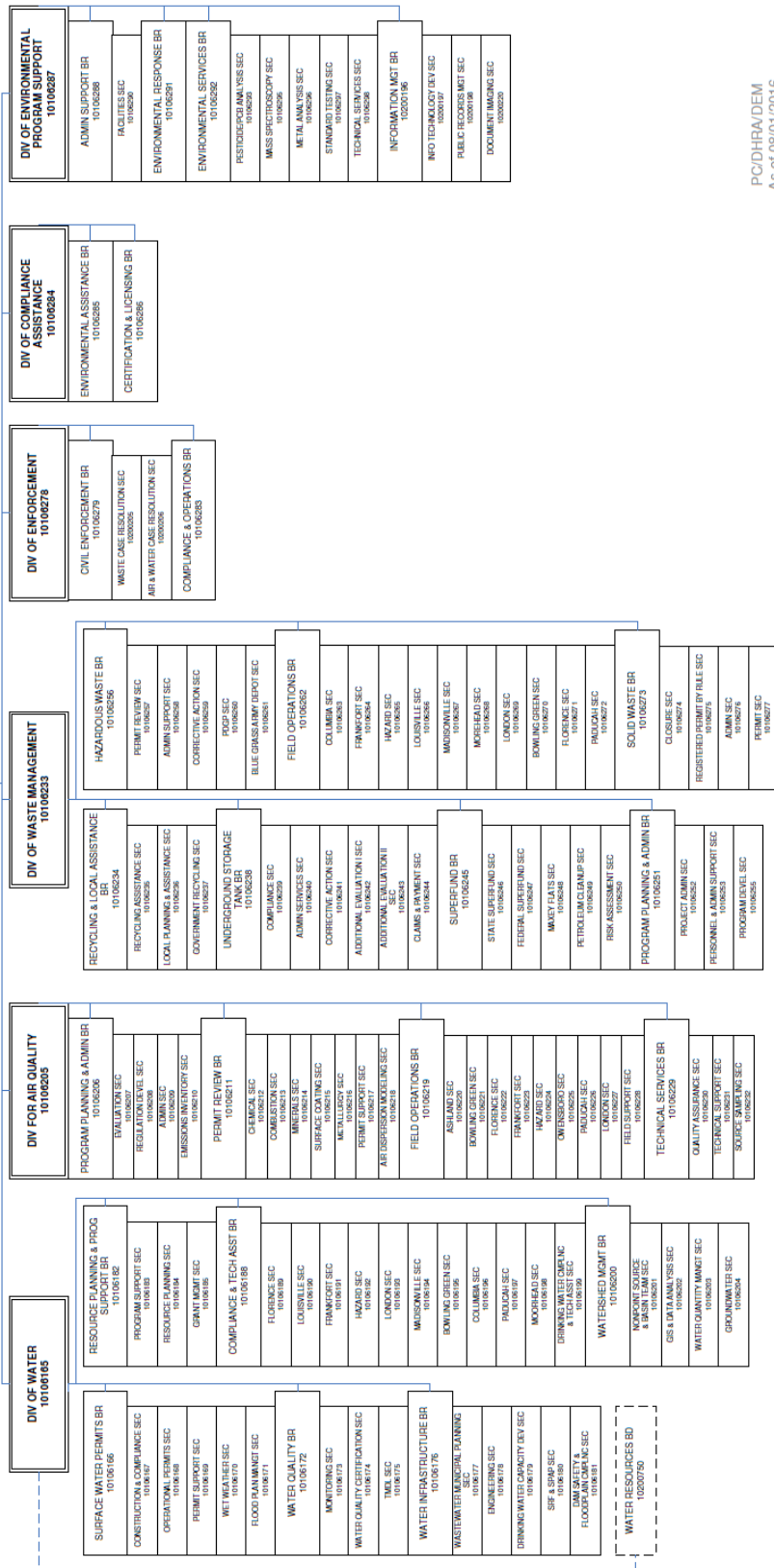
The mission of the Department for Environmental Protection is to protect and enhance Kentucky's environment to improve the quality of life for all Kentuckians. The Department for Environmental Protection envisions a healthy and productive Commonwealth with balanced stewardship of the land, air and water where future generations enjoy an environment as good as, or better than, the present.

Principles:

- **The department will make sound decisions that earn the public's trust.** The decisions made by the department will be prudent, defensible and consistent with the department's mission and in the best interest of the citizens of the Commonwealth.
- **The department will focus on environmental results rather than programs or procedures.** The success of environmental programs will be measured in terms of achieving desirable environmental benefits, not in the number of staff or the size of budgets. We will evaluate programs and procedures in relation to their contribution to the mission.
- **The department will use good scientific information to aid in its decision-making.** The foundation on which environmental protection programs are constructed is an understanding of the causes and effects resulting from actions that impact the environment. Scientific information is critical to the assessment and evaluation of existing environmental conditions and the determination of the effectiveness of our programs. We will employ generally accepted and applicable scientific methods and processes to accomplish our mission.
- **The department will consider the range of environmental benefits and consequences of proposed actions before making final decisions.** Good public policy encourages government agencies to promote actions that maximize benefits to society while minimizing adverse effects. While individual statutes, regulations, programs and organizational units may have a narrow focus, we will always consider the benefits and consequences of our actions to the environment as a whole.
- **The department will evaluate its performance using meaningful criteria.** We will require accountability from our managers, supervisors and staff in the continuing evaluation of program performance. We will gauge effectiveness based on actual program results.

ENERGY & ENVIRONMENT CABINET – 57
10106000

DEPARTMENT FOR ENVIRONMENTAL PROTECTION
(57-129) - 10106164



1: Clean Air

Protect human health and the environment by achieving and maintaining acceptable air quality.

Implementing and maintaining programs to achieve federal and state ambient air quality standards in the Commonwealth of Kentucky is important to the health and wellness of all citizens across the state. The amount of air pollution released into the air by industry and transportation sources is quantified and controlled by administering a comprehensive program involving air quality monitoring, planning, construction and operation permitting and inspections.

During FY18, the Kentucky Division for Air Quality will operate 97 instruments, including 11 meteorological stations, located at 28 ambient air-monitoring sites in 24 Kentucky counties. The Louisville Metropolitan Air Pollution Control District will operate an additional 34 instruments, including 6 meteorological stations, in Jefferson County. When combined with the air-monitoring site operated at Mammoth Cave National Park, Kentucky's total ambient air monitoring network will consist of 137 instruments, including 18 meteorological stations, located at 35 sites across 26 counties of the Commonwealth.

Air monitoring stations are selected using U.S. EPA guidance and are generally established near populous areas or pollutant sources. Station locations are reviewed annually to ensure adequate air quality monitoring coverage. Data from the network is used to demonstrate compliance with ambient air quality standards and identify pollution trends. This information is also used to provide pollutant levels for daily air quality index reporting and detect elevated pollutant levels for activation of emergency control procedures.

Creating effective partnerships with air pollution sources and the public enables the department to carry out its goal of protecting human health and the environment by achieving and maintaining acceptable air quality for all Kentuckians.

Objective 1 – Ensure programs adhere to federal and state statutory and regulatory requirements.

Tactic 1.1: Attain and maintain the National Ambient Air Quality Standards.

Measure: The number of counties currently attaining the 2008 ozone standard.

Baseline: The number of counties originally designated nonattainment for the 2008 ozone standard based upon the ambient monitoring data.

Measure:	The number of counties currently attaining the 2010 SO ₂ standard.
Baseline:	The number of counties originally designated nonattainment for the 2010 SO ₂ standard based upon the ambient monitoring data.
Measure:	The number of counties currently attaining the 2010 NO ₂ standard.
Baseline:	The number of counties originally designated nonattainment for the 2010 NO ₂ standard based upon the ambient monitoring data.
Measure:	The number of counties currently in attainment of the 2008 lead standard.
Baseline:	The number of counties originally designated as nonattainment for the 2008 lead standard based on ambient monitoring data.
Measure:	The number of counties currently attaining the 2012 PM _{2.5} standard.
Baseline:	The number of counties originally designated nonattainment for the 2012 PM _{2.5} standard based upon the ambient monitoring data.
Measure:	The number of counties currently attaining the 2015 ozone standard.
Baseline:	The number of counties originally designated nonattainment for the 2015 ozone standard based upon the ambient monitoring data.
Measure:	Improved visibility at Class I areas, including Mammoth Cave National Park, by EPA specified levels at interim deadlines and work toward long-range 2064 background visibility goals.
Baseline:	2000-2004 visibility levels.

Action 1.1.1: Implement and enforce federal and state control strategies for areas of Kentucky that do not meet the 2008 8-hour ozone standard (0.075ppm).

Action 1.1.2: Implement and enforce federal and state control strategies for areas of Kentucky that do not meet the 1-hour 2010 SO₂ standard (75ppb).

Action 1.1.3: Implement and enforce federal and state control strategies for 1-hour 2010 NO₂ standard (100ppb).

Action 1.1.4: Implement and enforce the federal programs and requirements contained in the December 2007 Regional Haze SIP.

Action 1.1.5: Develop and finalize redesignation requests.

Action 1.1.6: Monitor EPA's actions of the submitted infrastructure SIP for the Pb, O₃, PM_{2.5}, NO₂ and SO₂ standards.

Action 1.1.7: Participate in regional modeling initiatives for ozone and visibility control strategies.

Action 1.1.8: Conduct education and outreach to those communities expected to be impacted by nonattainment designations.

Action 1.1.9: Administer SIP-approved programs implemented as part of historic control strategies.

Action 1.1.10: Develop required control strategy SIP as specified by the CAA and EPA guidance.

Tactic 1.2: Review and revise state air quality regulations and policies.

Measure: The number of regulatory packages developed, promulgated and finalized in FY18.

Baseline: The number of FY17 packages developed, promulgated and finalized.

Action 1.2.1: Revise state regulations 401 KAR 52:050, 401 KAR 52:070, 401 KAR 59:015, 401 KAR 61:015, and 401 KAR 61:036.

Action 1.2.2: Develop regulation packages that are inclusive of stakeholder input.

Action 1.2.3: Repeal 401 KAR 51:150, 51:160, 51:170, 51:180, 51:190, 51:195, 51:210, 51:220, and 51:230.

Action 1.2.4: Develop and promulgate state regulations with CSAPR requirements.

Tactic 1.3: Assess source emissions annually through the Emission Inventory System.

Measure: The number of sources assessed, estimated calendar year emissions, and the amount of emission fees collected during CY 2016.

Baseline: The number of sources assessed, estimated calendar year emissions, and the amount of emission fees collected during CY 2015.

Action 1.3.1: Determine the sources eligible for the emission survey by the first quarter of the calendar year.

Action 1.3.2: Assess source emissions by third quarter of the calendar year.

Action 1.3.3: Assess emission fees by the fourth quarter of the calendar year.

Action 1.3.4: Develop projection of emission fee based on source emission assessments and divisional needs.

Tactic 1.4: Ensure air quality programs are fiscally and administratively viable.

Measure: The division staffing levels as compared to cap, budgeted amounts, number of grant programs administered and completed, number of training programs delivered for division staff during FY18.

Baseline: Corresponding measures for FY17.

Action 1.4.1: Prepare the division budget for the fiscal year.

Action 1.4.2: Communicate and coordinate with DEP budget staff on the divisional budget requirements.

Action 1.4.3: Track expenditures and receipts to ensure programs are within designated budgetary amounts.

Action 1.4.4: Implement Cabinet and DEP operational, personnel and human resource policies and programs.

- Action 1.4.5:** Monitor staffing levels and ensure timely processing of personnel actions.
- Action 1.4.6:** Educate and provide outreach to division staff on Cabinet and DEP policies.
- Action 1.4.7:** Track grants programs and ensure grant programs are meeting expectations.

Tactic 1.5: Ensure programs are legally sound.

Measure: Number and outcome of air quality litigation cases in FY18.

Baseline: Litigation cases in FY 2017.

- Action 1.5.1:** Provide technical expert witness testimony at Office of Administrative Hearings and courts of jurisdiction.
- Action 1.5.2:** Track relevant state and federal air quality policy issues and litigation.
- Action 1.5.3:** Track on-going DAQ litigation.

Objective 2 – Ensure permits are protective of Kentucky’s air quality.

Tactic 2.1: Issue appropriate, lawful permits in a timely manner.

Measures: The total number of permit applications received; the total number of permits issued; the total number of permits pending; the total number of permits pending that exceed regulatory timeframes; the total number of other permit actions (i.e. registrations; off-permit changes; etc.) processed; the number of new permit staff; number of trainings programs provided for permit review staff.

Baseline: Average of the five previous state fiscal years.

- Action 2.1.1:** Issue permitting actions that are inclusive of all applicable federal and state requirements.
- Action 2.1.2:** Issue permitting actions within the designated regulatory timeframes.
- Action 2.1.3:** Utilize TEMPO to accurately track and report on permitting actions.
- Action 2.1.4:** Evaluate and implement streamlining opportunities to address procedural and institutional inefficiencies.
- Action 2.1.5:** Recruit qualified permitting staff.
- Action 2.1.6:** Provide training to increase knowledge and enhance retention of qualified staff.

Tactic 2.2: Conduct air quality modeling to assess source impacts on air quality.

Measures: The total number of air toxic assessments and Prevention of Significant Deterioration (PSD) modeling assessments in FY18.

Baseline: Modeling assessments in FY17.

Action 2.2.1: Assess air toxic impacts as it pertains to permit requirements.

Action 2.2.2: Assess emissions as they relate to NAAQS.

Objective 3 – Monitor Kentucky’s Air Quality.

Tactic 3.1: Operate a statewide ambient air-monitoring network.

Measures: The number of air monitors in the network based on population estimates; number of locations selected to represent population exposure; number of locations selected to represent background concentration levels; number of locations selected to represent regional transport of ambient air pollution; number of monitors and locations to represent source impacts; number of hours of continuous ambient air monitoring data collected; number of particulate matter; lead; and air toxics samples collected; concentrations of pollutants for which national ambient air quality standards have been established; and concentrations of pollutants for which health-based risk standards have been determined.

Baseline: 2012-2016 Kentucky Electronic Data Acquisition Systems and AirVision data, and 2012-2016 Kentucky Air Quality System (AQS) data.

Action 3.1.1: Develop and submit to EPA for approval the ambient air monitoring network plan by July 1, 2018.

Action 3.1.2: Operate monitor sites as approved in the ambient air monitoring network plan.

Action 3.1.3: Obtain ambient air pollutant concentrations for ozone, sulfur dioxide and oxides of nitrogen on a continuous basis using automated analyzers in accordance with applicable regulatory requirements.

Action 3.1.4: Obtain ambient air pollutant concentrations for particulate matter 2.5 microns in diameter or smaller (PM_{2.5}) on a continuous basis using automated samplers in accordance with applicable regulatory requirements.

Action 3.1.5: Collect 24-hour samples for particulate matter (including PM_{2.5}, PM₁₀, and speciated PM_{2.5}), lead and air toxics per the national EPA Monitoring Schedule.

Action 3.1.6: Minimize data loss by ensuring that failed equipment is repaired or replaced within 5 business days after notification of instrument malfunction.

Tactic 3.2: Ensure data accuracy and integrity of the ambient air-monitoring network.

Measures: The number of complete and current Quality Assurance Project Plans (QAPPs); number of complete and current standard operating procedures

(SOPs); percentage of valid; quality-assured continuous ambient air monitoring data collected; percentage of valid; quality-assured particulate matter; lead; and air toxics samples collected; number of quality control checks performed on ambient air monitors; and number of ambient air monitoring performance evaluations conducted.

Baseline: EPA's 2012-2015 Kentucky Technical Systems Audit Results.

Action 3.2.1: Review 100% of division's air monitoring QAPPs on an annual basis.

Action 3.2.2: Review 100% of division's air monitoring SOPs on an annual basis.

Action 3.2.3: Develop SOPs for new methods within 6 months of start-up.

Action 3.2.4: Maintain 75% data recovery for each calendar quarter for all instruments within the ambient air-monitoring network.

Action 3.2.5: Conduct quality control precision checks on each automated analyzer that collects ozone at least once every two weeks, with results within $\pm 7\%$ difference.

Action 3.2.6: Conduct quality control precision checks on each automated analyzer that collects SO₂ and NO_x data at least once every two weeks, with results within $\pm 10\%$ difference.

Action 3.2.7: Conduct quality control precision checks on each instrument that collects particulate matter samples at least once per month, with results within $\pm 4\%$ difference.

Action 3.2.8: Review and submit the annual ambient air quality data certification for each NAAQS pollutant measured by May 1, 2018.

Tactic 3.3: Administer the source-sampling program.

Measures: The number of source sampling events observed; number of test protocol reviews completed; and number of test report technical reviews completed in CY18.

Baseline: Corresponding measures for CY 2017.

Action 3.3.1: Review source-sampling protocols for adherence to standard test methods.

Action 3.3.2: Observe source sampling events to assure compliance with test protocols and permit requirements.

Action 3.3.3: Review source sampling test reports for adherence to standard test methods.

Action 3.3.4: Track source-sampling activities in TEMPO.

Action 3.3.5: Provide technical assistance to staff on source sampling methods and activities.

Tactic 3.4: Assess statewide source emission impacts in Kentucky and across state boundaries.

Measures: The number of analyses conducted in CY18.
Baseline: Baseline will be determined by the analysis on a case-by-case basis.

Action 3.4.1: Conduct analysis and research of statewide source emissions, impacts and trends in Kentucky.

Action 3.4.2: Conduct analysis and research of Kentucky emissions and impacts on interstate air pollution.

Action 3.4.3: Provide technical assistance on source emissions, impacts and trends.

Objective 4 – Assure compliance and enforce air quality standards.

Tactic 4.1: Inspect sources of air pollution.

Measures: The number of inspections of major (Title V) and conditional major/Federally Enforceable State Origin Permit (FESOP) permits; the number of Title V source inspections conducted; number of conditional major/Federally Enforceable State Origin Permit (FESOP) inspections conducted; the number of annual compliance certifications for Title V major and conditional major (FESOP) sources received; the number of annual compliance certifications for Title V major and conditional major (FESOP) sources reviewed; and the compliance rate of stationary source inspections.

Baseline: CY 2013-2017 trends data.

Action 4.1.1: Complete full compliance evaluations (FCE) at all (100%) Title V major stationary sources on a biennial basis.

Action 4.1.2: Complete full compliance evaluations at all (100%) conditional major (FESOP) sources on a biennial basis.

Action 4.1.3: Complete review of 100% of annual compliance certifications for Title V major and conditional major (FESOP) sources annually.

Tactic 4.2: Conduct enforcement actions regarding violations of air quality regulations.

Measures: Number of High Priority Violations (HPV), number of Letters of Warning (LOWs) and Notices of Violation (NOVs) issued on an annual basis.

Baseline: CY 2013-2017 trends data.

Action 4.2.1: Initiate appropriate enforcement action on 100% of high priority violations (HPV) within 60 days of discovery.

Action 4.2.2: Issue LOWs and NOVs in a timely manner.

Tactic 4.3: Respond to air quality complaints.

Measures: The number of non-asbestos complaints received; number of non-asbestos complaint investigations conducted; the number of complaints resolved by other means; number of open burning complaints received (401 KAR 63:005); number of fugitive emission complaints received (401 KAR 63:010); number of odor complaints received (401 KAR 53:010) and the number of violations for these three complaint types.

Baseline: CY 2013-2017 trends data.

Action 4.3.1: Complete complaint assessments, investigations and/or resolutions for 100% of complaints received on an annual basis.

Tactic 4.4: Administer the asbestos program.

Measures: The number of Asbestos Certification and Accreditations processed in TEMPO; number of non-complaint asbestos National Emission Standard for Hazardous Air Pollutants (NESHAP) inspections conducted; number of Asbestos Hazard Emergency Response Act (AHERA) inspections conducted; number of asbestos-related complaints received; number of asbestos-related complaint investigations conducted; number of asbestos NESHAP notifications received; and number of asbestos NESHAP notification investigations.

Baseline: CY 2013-2017 trends data.

Action 4.4.1: Review and issue certification and accreditations within the 30-day regulatory timeframe (RTF).

Action 4.4.2: Complete inspection of 75% of NESHAP-regulated asbestos activities within the current fiscal year for which the division has received a required notification.

Action 4.4.3: Complete inspection of 20% of selected AHERA local education agencies (i.e. school districts) for the current fiscal year.

Action 4.4.4: Complete asbestos complaint assessments and /or investigations for 100% of complaints received during fiscal year.

Action 4.4.5: Update the QAPP for asbestos sampling.

Action 4.4.6: Update the standard operating procedure on AHERA inspections.

Action 4.4.7: Update the standard operating procedures for asbestos sampling.

Action 4.4.8: Develop required Kentucky Asbestos Orientation Course in an online format.

Objective 5 – Participate in programs that improve Kentucky’s air quality.

Tactic 5.1: Participate in programs that reduce mobile and off road emissions.

Measures: The number of programs administered, partners, and any emission reduction results for FY18.

Baseline: Corresponding measures for FY17.

Action 5.1.1: Report annual data to the Kentucky Clean Fuels Coalition (KCFC) website for the DEP Green Fleets Program.

Action 5.1.2: Partner with the KCFC on initiatives such as promotion of electric vehicles, natural gas and other clean transportation fuels.

Tactic 5.2: Educate the public on Kentucky air quality issues.

Measures: The number of schools visited, students educated, outreach events conducted, and programs initiated and conducted in FY18.

Baseline: Corresponding measures for FY17.

Action 5.2.1: Develop and conduct air quality educational programming for Kentucky's primary and secondary educational institutions.

Action 5.2.2: Partner with organizations on environmental education opportunities.

Action 5.2.3: Develop educational materials including articles for print, non-print, and social media that educate the public on air quality issues.

Action 5.2.4: Maintain and update the division's website.

Action 5.2.5: Coordinate and conduct public events and exhibitions that educate the public on air quality issues.

Action 5.2.6: Monitor and coordinate environmental education information as it pertains to the division programs and air quality education.

Tactic 5.3: Foster networking through regional and national partnership.

Measures: The number of DAQ staff participating in leadership roles or as committee members in FY18.

Baseline: Number of staff in leadership roles or serving as committee members in FY17.

Action 5.3.1: Participate in AAPCA, ECOS and SESARM on programs and initiatives that affect the division.

Goal 2: Clean and Safe Water

To manage, protect, and enhance the quality and quantity of the Commonwealth's water resources for present and future generations through voluntary, regulatory and educational programs.

Kentucky has an abundance of water resources that provide important sources for public water systems, recreation and tourism, and economic opportunities. Managing and protecting the state's waters, including lakes, streams and rivers, as well as the water beneath the ground's surface, is imperative to ensure safe water for human health, the subsistence of important ecosystems, and the prospect of economic development. The department is responsible for regulating and monitoring the quality of drinking water, surface water and groundwater resources and wastewater treatment systems across the state of Kentucky.

Effective regulatory oversight of water quality via federal and state regulations along with appropriate water quality criteria controls the amount of pollutants that can be discharged to water sources. Continuous improvement of water quality in Kentucky is achieved through permitting, compliance and inspection, monitoring, and other water quality improvement programs. Inspections of permitted facilities, in conjunction with collection and analysis of data from rivers, streams, lakes and wetlands throughout the state, enable the department to closely monitor the safety of the public's drinking water and the state's water resources.

The department not only protects the public's safety by regulating water quality, but also assists the federal government in the effort to protect Kentuckians from dam failures and flooding through permits issued by the department for construction, reconstruction and repair of dams issued by the department, and the regular inspections of dams. The National Flood Insurance Program is administered by the department, which also issues permits for construction in regulatory floodplains to prevent losses from flooding in Kentucky.

Through the support of regulatory, monitoring, and water quality improvement programs, Kentucky's water resources are enhanced and protected for present and future generations.

Objective 1 - Protect, manage and restore water resources.

Tactic 1.1: Develop and implement a strategy for completion of Total Maximum Daily Loads (TMDLs) and alternative plans.

Measures: Number of impaired waters scheduled for TMDL development in SFY18.
Progress on Gunpowder Creek Watershed Plan/TMDL Alternative development in SFY18.
Number of watershed plans being implemented to address TMDL waterbodies.
Number of watershed plans accepted as TMDL alternatives.

Baselines: Number of impaired waters identified in the 2016 303(d) list in Kentucky and prioritized as low, medium, or high for TMDL development.

Number of accepted watershed plans at beginning of SFY15.

Action 1.1.1: Develop TMDLs or alternatives in accordance with the Clean Water Act Section 303(d) Program and Performance Partnership Agreement (PPA).

Action 1.1.2: Pilot Gunpowder Creek Watershed Plan development as a TMDL Alternative by June 30, 2018.

Action 1.1.3: Develop watershed plans to assist in TMDL implementation by June 30, 2018.

Tactic 1.2: Implement a Nutrient Reduction Strategy.

Measure: Percentage of data collected and analyzed for the development of nutrient criteria in SFY14-17.

Baseline: The SFY14 inventory of existing nutrient criteria data.

Action 1.2.1: Continue collection and assessment of data for consideration of numeric criteria (nitrogen and phosphorus) for wadeable streams and reservoirs/lakes in accordance with the nutrient criteria development plan and PPA.

Action 1.2.2: Update the Kentucky Nutrient Reduction Strategy as necessary and appropriate, and develop an annual report of the NRS by June 30, 2018.

Action 1.2.3: Participate in the Mississippi River/Gulf of Mexico Hypoxia Task Force and work to implement the 2008 Gulf Hypoxia Action Plan to meet 2035 goals of the Mississippi River/Gulf of Mexico Hypoxia Task Force.

Action 1.2.4: Participate in meetings of the Kentucky Agriculture Water Quality Authority.

Action 1.2.5: Develop technology-based limits and implementation plan for nutrients in KPDES permits. Incorporate in affected municipal permits by June 30, 2018.

Action 1.2.6: Work with Kentucky Agriculture Water Quality Authority in implementing Authority protocols and the AWQA strategic plan.

Tactic 1.3: Assess water quality to develop, implement, maintain and enhance aquatic resources.

Measures: Water quality standards developed to protect, maintain and restore water resources.

Number of surface water resources monitored and assessed.

Number of Primary Contact Recreation (PCR) or fish tissue consumption advisories issued or updated.

Baselines: Current water quality standards.

Surface waters assessed for support of the designated use in the 2014 Integrated Report to Congress (2014 IR).

Number of PCR or fish tissue consumption advisories issued or updated in SFY16.

Action 1.3.1: Collect surface water quality data in accordance with the state monitoring strategy and PPA by establishing monitoring sites, and special study locations to determine water quality conditions of the Commonwealth.

Action 1.3.2: Review and revise the statewide water quality monitoring strategy by December 31, 2017.

Action 1.3.3: Review and assess water quality monitoring data to determine designated use support for the waters of the Commonwealth for the 2018 Integrated Report (2018 IR) by April 2018.

Action 1.3.4: Coordinate with other agencies to enhance water quality monitoring of the surface waters of the Commonwealth before March 1, 2018 for the 2018 monitoring season.

Action 1.3.5: Provide water quality data and geospatial information to coordinating agencies for PCR (including Harmful Algal Blooms (HABs) and fish consumption advisories.

Action 1.3.6: Provide public notices through the Division's website, the Water Maps, reports, meetings and press releases for the PCR and fish consumption advisories as they occur or are updated.

Action 1.3.7: Complete triennial review for the development of water quality standards through the review of national recommended water quality criteria, stakeholder input, review and analysis of literature, and new emerging topics by July 1, 2018. Develop and promulgate water quality standards through the KRS 13A process and timeline.

Action 1.3.8: Develop, implement and maintain volunteer monitoring programs.

Tactic 1.4: Assess and protect groundwater resources.

Measures: Number of new opportunities identified in the monitoring network.
Procedure developed to prioritize Groundwater Protection Program efforts in Source Water Protection and Watershed Planning areas.
Number of Groundwater Protection Plans within planning areas.
Collaborative efforts with other agencies.
Operational eForms for well installation records and well plugging records.

Baseline: Level of completion at end of SFY17.

Action 1.4.1: Evaluate groundwater-monitoring programs for needs by December 31, 2017.

- Action 1.4.2:** Better integrate Groundwater Protection, Source Water Protection and Watershed Planning programs by June 30, 2018.
- Action 1.4.3:** Investigate ESRI Collector Application for groundwater monitoring program by December 31, 2017.
- Action 1.4.4:** Build, maintain and strengthen relationships with KRWA, KGS, and USGS on groundwater issues, including collaboration on grants, statewide projects and data sharing by June 30, 2018.
- Action 1.4.5:** Create and implement eForm for groundwater well plugging records and upgrade existing well installation eForm by December 31, 2017.

Objective 2 – Measure Safe Drinking Water Act (SDWA) compliance and provide technical assistance to Kentucky Public Water Systems.

Tactic 2.1: Assess public water system compliance by enforcing SDWA rules.

Measure: Number of violations issued to Kentucky drinking water systems for non-compliance with the SDWA in SFY18.
Baseline: Corresponding numbers from SFY17.

- Action 2.1.1:** Review compliance data submitted by public water systems for compliance with the SDWA.
- Action 2.1.2:** Continue to implement the Revised Total Coliform Rule in response to non-compliance.
- Action 2.1.3:** Conduct meetings of the Lead in Drinking Water Work Group in order to develop recommendations regarding the Lead and Copper Rule.
- Action 2.1.4:** Review Wellhead Protection Plans for compliance with SDWA and Water Supply Planning regulations.

Tactic 2.2: Provide technical assistance to drinking water systems.

Measures: Number of water systems provided technical assistance by the Drinking Water Compliance and Technical Assistance Section SFY18.
 Number of water systems provided technical assistance in SFY18.
Baseline: Corresponding numbers from SFY17.

- Action 2.2.1:** Provide technical assistance upon request to Kentucky's drinking water systems.
- Action 2.2.2:** Provide targeted technical assistance to small drinking water systems that struggle with disinfection by-product compliance.
- Action 2.2.3:** Assist public water systems with emergencies or urgent situations.
- Action 2.2.4:** Conduct special studies and provide evaluations of drinking water systems that request technical assistance.
- Action 2.2.5:** Administer the Area Wide Optimization Program in Kentucky.
- Action 2.2.6:** Timely submittal of SDWA primacy packages.

Action 2.2.7: Assist drinking water systems with source water protection plan development and implementation.

Objective 3 – Conduct effective water resources planning

Tactic 3.1: Integrate programs and promote the watershed approach.

Measures: Promotion and increased integration of Division programs to manage watersheds across the state.
Number of partners in Center of Excellence.
Promotion and increased usage of Recovery Potential Tool.
Number of “Straight-to-Implementation Plans” in progress.
Progress made in development of watershed success and tracking program.

Baseline: 1997 Watershed Framework.

Action 3.1.1: Develop a Healthy Watersheds Program by June 30, 2018.

Action 3.1.2: Target recoverable Watersheds for “Straight-To-Implementation Plans by June 30, 2018.”

Action 3.1.3: Investigate and pilot use of the Recovery Potential Tool for Division programs by June 30, 2018.

Action 3.1.4: Promote the Kentucky Watershed Center of Excellence and involve and recruit Watershed Framework partners.

Action 3.1.5: Develop a Water Supply Sustainability workgroup to promote improved water system management by December 31, 2017.

Action 3.1.6: Develop watershed success and tracking program by June 30, 2018.

Tactic 3.2: Promote the EPA’s Sustainable Infrastructure Initiative.

Measures: The number of dam safety inspections completed during SFY18.
The number of sustainable infrastructure outreach activities completed in SFY18.
The number of projects approved that incorporated “green” methods or practices such as regionalization, conservation, water and energy.
Expenditure of State-Owned Dam Repair (SODR) funds in SFY18.

Baseline: The corresponding numbers from SFY17.

Action 3.2.1: Develop a Drinking Water Action Plan to assist Public Water Systems to implement Resilient and Sustainable Infrastructure Management by September 1, 2017.

Action 3.2.2: Conduct training and public outreach workshops to implement changes to the Water Resource Information System to explain the Asset Management Tool and how it can help to implement sustainability by June 30, 2018.

Action 3.2.3: Revise the State Revolving Fund (SRF) project priority ranking systems to award more points to projects that implement sustainable concepts by January 15, 2018.

Action 3.2.4: Implement SODR program strategies and projects.

Action 3.2.5: Develop tools to assist local officials, floodplain coordinators, emergency management personnel, dam owners and the public to better understand the benefits and risks of dams.

Tactic 3.3: Plan for sustainable infrastructure.

Measures: The number of facility plans and asset inventories reviewed and approved during SFY18.

The number of dam safety inspections completed during SFY18.

The number of environmental information documents reviewed and approved in SFY18.

The number of projects approved which implement regionalization, and addresses the abandonment of aging private wastewater facilities in SFY18.

Baseline: The corresponding numbers from SFY17.

Action 3.3.1: Develop with KIA, PSC, and other stakeholders a strategic sustainability plan to fulfill obligations identified in House Joint Resolution 56 for small wastewater utilities by December 2017.

Action 3.3.2: Participate in the Area Development District Water Management Planning Council meetings to assist with planning future water infrastructure.

Action 3.3.3: Evaluate and provide recommendations regarding the relationships between floodplain permitting, floodplain compliance, and dam safety.

Action 3.3.4: Complete dam safety inspections as scheduled to ensure dams are properly maintained.

Action 3.3.5: Evaluate the Dam Safety program and begin implementing the Dam Safety program changes by December 31, 2017.

Action 3.3.6: Evaluate the Capacity Development program and revise the Capacity Development Strategy by December 31, 2017.

Tactic 3.4: Support and Coordinate water supply planning.

Measures: Coordinate Water Resources Board committee members and activities.

Identification of current gaps in water resources planning.

Status of Water Supply Planning process.

Evaluation and assessment of current efficiency measures.

Baseline: Promulgation of 401 KAR 4:220 in 1991.

Water Management Plan updates from 2008.

Action 3.4.1: Develop State Water Plan by June 30, 2019.

Action 3.4.2: Update Water Supply Planning process by December 31, 2017.

Action 3.4.3: Develop a conceptual model for a Water Efficiency Program by December 30, 2017.

Objective 4 - Meet federal and state program requirements.

Tactic 4.1: Meet Federal grant guidance requirements.

Measures: On-time submittal of all federal grant applications, work plans and reports.
Percentage of PPA inspections conducted.
Submittal of required primacy packages.
Completion of sanitary surveys within the regulatory timeframe.
Implementation of Drinking Water State Revolving Fund (DWSRF) set-asides work plans.
Number of special appropriation projects (SPAP) inspected.

Baselines: FFY17 and FFY18 federal commitments.
Completion of sanitary surveys within the regulatory timeframe during FFY17.
The number of SRF and SPAP inspections completed in 2017.

Action 4.1.1: Comply with the FFY17 and FFY18 PPAs.

Action 4.1.2: Submit work plans, grant applications and all reports to grantors within deadline specified in the PPA.

Action 4.1.3: Develop the FFY19 106 PPA work plan commitments in coordination with EPA.

Action 4.1.4: Submit the final FFY19 CMS work plan inspections completed to EPA by due date.

Action 4.1.5: Meet federal work plans, primacy requirements and applicable National Program Measures within federal timeframes.

Action 4.1.6: Submit DWSRF set-asides work plans and Intended Use Plan Project Ranking to Kentucky Infrastructure Authority by April 2018.

Action 4.1.7: Conduct field inspections of projects that received SPAP grants in accordance with the federal grant work plans.

Action 4.1.8: Conduct field inspections of projects that received financial assistance from the SRF.

Action 4.1.9: Implement Risk MAP (Mapping, Assessment and Planning) watershed prioritization plan and conduct activities pursuant to the National Flood Insurance Program workplan.

Tactic 4.2: Review and revise administrative regulations, and propose legislative amendments to comply with federal regulatory requirements.

Measure: Number of legislative proposals drafted in the current fiscal years.
Baseline: Corresponding measure for FY2017.

Measure: Number of regulatory packages developed, promulgated and finalized in the current fiscal year.
Baseline: Corresponding measure for FY2017.

Action 4.2.1: Develop regulation packages for division programs that comply with federal and state statutory requirements to manage, protect and enhance the quality and quantity of the Commonwealth's water resources.

Action 4.2.2: Prepare draft legislative agenda to address any issues requiring legislative solutions.

Action 4.2.3: Develop regulation packages that are inclusive of stakeholder concerns.

Action 4.2.4: Coordinates the Division's response to federal and state proposed rule changes within the allotted comment period.

Tactic 4.3: Ensure water programs are fiscally and administratively viable.

Measure: The division staffing levels as compared to cap and budgeted amounts.
Baseline: Corresponding measure for FY2017.

Measure: Number of grant programs administered and completed within the program period.
Baseline: Corresponding measure for FY2017.

Action 4.3.1: Assist DEP budget staff with the development of the fiscal year budget based on the division's needs.

Action 4.3.2: Monitor revenues and expenditures to ensure programs are within designated budgetary amounts.

Action 4.3.3: Monitor staffing levels and ensure timely processing of personnel actions.

Action 4.3.4: Educate division staff on changes to Cabinet, department and division policies and procedures.

Action 4.3.5: Monitor grant programs to ensure compliance with federal and state requirements.

Tactic 4.4: Provide current information to the public through the division's website and educate staff regarding operations, special needs training and program opportunities within the division.

Measure: The FY18 number of information updates and staff trainings developed and conducted.

Baseline: The number of web updates and training seminars for FY17.

Action 4.4.1: Update website regarding programs, permitting process and personnel's contact information.

Action 4.4.2: Conduct employee orientation twice monthly for all new division employees. Maintain an updated orientation manual.

Action 4.4.3: Assist division employees and supervisors with the mandatory training requirements. Coordinate TEMPO training. Ensure completions are entered in KELMS.

Action 4.4.4: Coordinate with division staff to identify specialized training needs. Assist in scheduling and facilitating of training. Maintain a training calendar on the department SharePoint.

Tactic 4.5: Meet state requirements and maintain progress toward achieving and maintaining minimal permit backlogs.

Measures: The total number of permits pending July 2018.

The total numbers of permits pending that exceed regulatory timeframes (RTF) by July 2018.

The total numbers of "major" facilities with permit applications that exceed RTF by July 2018.

The number of general permits that have expired and not been issued or that have not been addressed by July 2018.

The number of general permits Notices of Intent (NOIs) for which coverage has not been issued or that have not been addressed by July 2018.

The percentage of permit reviews completed within RTF during SFY18.

The percentage of construction plan approvals issued within the RTF for drinking water facilities.

The percentage of floodplain permits issued within the RTF.

The percentage of dam safety construction permits issued within the RTF.

The percentage of 401 certifications issued within the RTF.

The percentage of water withdrawal permits issued within the RTF.

Baselines: The corresponding percentages from 2017.

The SFY17 division permit backlog.

SFY17 backlog percentages.

Action 4.5.1: Meet RTF on permit issuances and plan reviews.

Action 4.5.2: Develop a plan to address the registration of oil and gas sites and data management.

Action 4.5.3: Re-issue general permits scheduled to expire prior to expiration.

- Action 4.5.4:** Issue permits for all “major” facilities that exceed the RTF by June 30, 2018.
- Action 4.5.5:** Issue permits for all facilities that exceed the RTF by >1.5 years by June 2018.
- Action 4.5.6:** Meet regulatory timeframes pertaining to 401 Water Quality Certifications.
- Action 4.5.7:** Reissue all power plant permits in accordance with the agreed-upon DOW and UIEK deadlines to ensure timely inclusion and implementation of the newly promulgated ELGs and 316(b) rule.

Tactic 4.6: Maintain the Drinking Water and Wastewater laboratory certification programs in compliance with federal and state program requirements.

- Measures:**
 - The number of water laboratories certified in SFY17.
 - The number of wastewater laboratories certified in SFY17.
 - The number of drinking water audits performed in SFY17.
 - The number of wastewater audits performed in SFY17.
 - The total number of laboratory accountability actions in SFY17.
- Baselines:**
 - The number of certified labs on July 1, 2016.
 - The number of audits performed in SFY16.
 - Total number of laboratory accountability actions in SFY16.

- Action 4.6.1:** Maintain a drinking water laboratory audit schedule of two audits per three-year cycle for all non-equivalent laboratories.
- Action 4.6.2:** Maintain a wastewater laboratory audit per five-year cycle for all non-equivalent laboratories.
- Action 4.6.3:** Address complaints and field referrals through investigations and audits.

Objective 5 - Promote better management and communication of data.

Tactic 5.1: Implement an integrated data management system for water quality data.

- Measures:**
 - Implementation of Kentucky Water Assessment Data for Environmental Monitoring (K-WADE).
 - Successful data exchange with EPA via K-WADE.
- Baseline:**
 - Level of completion on July 1, 2016.

- Action 5.1.1:** Increase data type, flow, reporting and efficiency to the Division of Water and EPA using the exchange network.
- Action 5.1.2:** Develop new database – KATTS (Kentucky Assessment and TMDL Tracking System) to maintain the Kentucky Water Health Portal, flow assessment data, and submit TMDLs to EPA, complete test flow by April 30, 2018.

Tactic 5.2: Promote better decision making through GIS and Data Analysis (GDA).

Measures: Number of GIS training events in SFY18.
Number of data analysis projects completed in SFY18.
Numbers of GDA help desk requests fulfilled in SFY18.
Number of location corrections processed in SFY18.
Number of National Hydrologic Database (NHD) and Geographic Names Information System corrections processed in SFY18.
Number of Watershed Boundary Dataset (WBD) HUC 12 boundary updates and HUC 14 boundary creations processed in SFY18.
Percentage of ADB upgraded and ready for data migration to KATTS.

Baseline: Corresponding measures for SFY17.

- Action 5.2.1:** Conduct training events for Division staff regarding GIS and for management regarding GIS analysis and applications by June 30, 2018.
- Action 5.2.2:** Work with Division programs to continue systematically analyzing data from current databases.
- Action 5.2.3:** Evaluate the Kentucky portion of the NHD to ensure accurate data to adhere to federal standards.
- Action 5.2.4:** Update HUC 12 boundaries and create new HUC 14 boundaries through WBD stewardship program to adhere to federal standards by December 2018.
- Action 5.2.5:** Develop GIS tools (including mobile applications and desktop solutions) for inspectors, permit writers, Division staff and the public by June 30, 2018.
- Action 5.2.6:** Upgrade ADB to facilitate development of KATTS by June 30, 2018.

Tactic 5.3: Manage the Safe Drinking Water Information System (SDWIS).

Measures: Maintain data in state and federal Safe Drinking Water Information System (SDWIS).
Implementation of state and federal tools for online data entry.

Baseline: Level of completion for SFY 2016.

- Action 5.3.1:** Collaborate with DEPS to maintain SDWIS until SDWIS Prime implementation.
- Action 5.3.2:** Participate on SDWIS Prime workgroups.
- Action 5.3.3:** Develop an implementation plan for utilizing SDWIS Prime.

Tactic 5.4: Implement ICIS data flows and data entry via netDMR to improve permit compliance, tracking and data analysis.

Measures: Implementation of permit and compliance data flows into ICIS.
Implementation of netDMR.
Baseline: Status of flowing data to ICIS and entering data into netDMR for SFY16.

Action 5.4.1: Implement eNOI system and flow permit data from TEMPO into ICIS for applicable reissued general permits by the effective date of coverage.

Tactic 5.5: Improve the utility of TEMPO to provide more accurate facility information data.

Measure: Improved accuracy demonstrated by TEMPO audit report in SFY18.
Baseline: TEMPO audit reports generated during SFY17.

Action 5.5.1: Improve the utility of TEMPO through data validation.

Action 5.5.2: Ensure new employees receive the latest version of TEMPO training so they are effectively using all features of TEMPO.

Action 5.5.3: Regular auditing of water/wastewater permit locations by staff. Develop better methods for synchronization between ICIS and TEMPO database.

Action 5.5.4: Implement the latest version of TEMPO.

Tactic 5.6: Maintain and improve data quality.

Measures: Improved accuracy demonstrated by database audit reports.
Number of staff receiving quality assurance (QA) training in SFY18.
Number of division-approved SOPs for SFY18.
Number of Quality Assurance Project Plans (QAPPs) reviewed for the Division.
Number of QAPPs reviewed from outside organization data.
Baselines: Audit reports and laboratory flags generated during SFY17.
Number of division-approved SOPs for SFY17.

Action 5.6.1: Conduct regular training for division staff regarding QA and the review process.

Action 5.6.2: Assure cross-database accuracy demonstrated by regular database audit reports.

Action 5.6.3: Upgrade Dam Safety database to a more robust version that will ensure quality data flows into TEMPO by June 30, 2018.

Goal 3: Waste Management and Land Resortation

Preserve and restore Kentucky's land through the development and implementation of fair, equitable and effective waste management programs.

As Kentucky's population grows, the number of homes, businesses and industries that provide jobs, services and goods for residents continues to increase. This population and economic growth results in increased use of chemicals and residential and industrial materials, which increases the waste stream associated with these activities. The Department for Environmental Protection safeguards and ensures protection of human health and the Commonwealth's land, air, water and groundwater resources.

To accomplish this, the department administers an array of programs that work together to protect human health and the environment from the impacts related to increased waste in landfills and other waste facilities, ranging from hazardous chemical and petroleum contamination to illegal trash disposal. This strategy protects and benefits the Commonwealth in a number of ways. It protects the citizens of the Commonwealth as well as protects and restores Kentucky's natural resources through preventative monitoring programs and remediation. Programs also preserve existing green space through the restoration and reuse of old brownfield space for new commercial and industrial ventures. They develop properties with existing infrastructure, beautify communities and raise the value of surrounding properties. The department regulates and educates the public on these issues concerning solid and hazardous waste management, site remediation at contaminated properties, redevelopment and reuse of impacted properties, operation and corrective action of underground storage tanks, and recycling waste products.

The management of solid and hazardous wastes are achieved through comprehensive permitting, registration, monitoring, reporting and training requirements. In addition, the department promotes solid and hazardous waste minimization, landfill inspections, conducts public hearings and provides evaluation of waste streams to ensure proper protection of our state's natural resources.

The health and environmental threats from leaking underground storage tanks are managed by a two-fold approach that monitors and prevents leaks and spills, and assesses and remediates contaminated sites. Prevention is achieved through a focus on compliance with state and federal operation and maintenance requirements. The complementary focus on oversight of site assessment and cleanup is supported by the department's management of state funds available for these activities.

The department uses state and federal funds to address environmental emergencies, State-Lead assessments, cleanup and remediation of State-Lead and National Priority List sites that are contaminated and abandoned which pose a serious threat to human health and the environment, and redevelopment programs to support and encourage redevelopment of properties with real or perceived adverse environmental conditions. Department personnel work with regulated businesses, contractors, government agencies, and various stakeholders to characterize and remediate sites where contamination has been released into the environment.

In addition, the department uses regional field offices to support the programs by performing inspections, and ensuring that facilities are compliant with regulatory requirements.

The department encourages public participation through various programs to protect our environment by recycling and reducing waste in order to minimize land disposal and to conserve energy and natural resources. These programs educate citizens and industry on environmentally friendly practices in the proper management of waste while emphasizing the significant environmental and economic benefits of reducing, reusing and recycling materials.

Objective 1 - Ensure programs adhere to federal and state statutory and regulatory requirements.

Tactic 1.1: Review and revise administrative regulations, and propose legislative amendments to comply with federal regulatory requirements.

Measure: Number of legislative proposals drafted in the current fiscal year.

Baseline: Corresponding measure for FY2017.

Measure: Number of regulatory packages developed, promulgated and finalized in the current fiscal year.

Baseline: Corresponding measure for FY2017.

Measure: Number of public notices issued and public hearing conducted by branch.

Baseline: Corresponding measure for FY2017.

Action 1.1.1: Develop regulation packages for division programs that comply with state statutory and federal requirements in a manner protective of human health and the environment that accurately reflect programmatic policy.

Action 1.1.2: Prepare draft legislative agenda to address any issues requiring legislative solutions and pursue enactment.

Action 1.1.3: Develop regulation packages that are inclusive of stakeholder concerns.

Tactic 1.2: Provide resources and oversight to the regulated community to achieve compliance with federal and state regulations.

Measures: Number of underground storage tank owners/operators that completed the Kentucky Tank Operator Online Learning System (KY TOOLS) training. Percentage of underground storage tank owner/operators in compliance with the requirement to have Designated Compliance Managers.

Baseline: Corresponding measures for FY2017.

Measure: Number and percentage of solid waste sites complying with KRS 224.43-500, including those solid waste sites required to submit the Environmental Remediation Fee.

Baseline: Corresponding measure for FY2017.

Measures: The percentage of authorized hazardous waste facilities in compliance.
The percentage of registered underground storage tanks in compliance.

Baseline: Corresponding measures for FY2017.

Measure: Number of facility inspections completed by staff to ensure regulatory compliance.

Baseline: Corresponding measure for FY2017.

Action 1.2.1: Utilize KY TOOLS as the program for UST Operator Certification in accordance with the federal Energy Policy Act. KY TOOLS has implemented a site-specific approach to training and testing to support certification, which will significantly aid in increased overall compliance and leak prevention.

Action 1.2.2: Maintain and enhance TEMPO reporting to accurately track and report on measures.

Action 1.2.3: Inspect regulated sites at established intervals to facilitate and ensure compliance with agency requirements.

Action 1.2.4: Take enforcement action on regulated sites as necessary to facilitate and achieve compliance with agency requirements.

Tactic 1.3: Review and revise quality assurance documents annually and update as necessary.

Measure: Number of Standard Operating Procedures and guidance documents developed or revised in the current fiscal year.

Baseline: Corresponding measure for FY2017.

Measure: Number of Quality Assurance Project Plans developed or revised in the current fiscal year.

Baseline: Corresponding measure for FY2017.

Action 1.3.1: Develop and revise standard operating procedures that comply with state and federal requirements, and agency policy.

Action 1.3.2: Revise Quality Assurance Annual Report.

Action 1.3.3: Prepare the division annual report and update the Strategic Operational Plan.

Action 1.3.4: Develop and revise Quality Assurance Project Plans as necessary.

Tactic 1.4: Ensure waste management programs are fiscally and administratively viable.

Measure: The division staffing levels as compared to cap and budgeted amounts.
Baseline: Corresponding measure for FY2017.

Measure: Number of grant programs administered and completed.
Baseline: Corresponding measure for FY2017.

Measure: Amount of Environmental Remediation Fee collected.
Baseline: Corresponding measure for FY2017.

Action 1.4.1: Prepare the division budget for the state fiscal year.

Action 1.4.2: Communicate and coordinate with DEP budget staff on the needs of the division.

Action 1.4.3: Track expenditures and receipts to ensure programs are within designated budgetary amounts.

Action 1.4.4: Implement Cabinet, DEP and the division's operational, personnel, and human resource policies and procedures.

Action 1.4.5: Monitor staffing levels and ensure timely processing of personnel actions.

Action 1.4.6: Educate division staff on Cabinet, DEP, and division policies.

Action 1.4.7: Track grants programs and ensure grant programs are meeting expectations.

Action 1.4.8: Ensure accurate and timely data entry and reporting.

Action 1.4.9: Track amount of environmental remediation fee collected to build trending data on the success of division administration of the fee.

Objective 2 - Ensure permits are protective of human health and Kentucky's land resources.

Tactic 2.1: Issue appropriate, lawful permits in a timely manner.

Measures: Number of hazardous waste permit applications received.
Number of hazardous waste permits pending review.
Percentage of hazardous waste permit reviews completed within regulatory timeframes.
Number of solid and special waste permit applications received by type.
Number of solid and special waste permits pending review.
Number and percentage of solid and special waste permit reviews completed within regulatory timeframes.

Baseline: Average of the five previous state fiscal years.

Measure: Number of training classes completed by DWM staff.

Baseline: Corresponding measure for FY2017.

- Action 2.1.1:** Issue permitting actions that are inclusive of all federal and state regulatory requirements.
- Action 2.1.2:** Issue permitting actions within the regulatory timeframes.
- Action 2.1.3:** Utilize TEMPO to accurately track and report on permitting actions.
- Action 2.1.4:** Evaluate and implement streamlining opportunities to address procedural and institutional inefficiencies.
- Action 2.1.5:** Allocate staff as necessary to assist in data entry and permit review.
- Action 2.1.6:** Recruit qualified staff.
- Action 2.1.7:** Provide training to increase knowledge and enhance retention of qualified staff.

Tactic 2.2: Reduce, eliminate, and maintain zero permit and permit activity backlogs.

- Measures:** Number of hazardous waste permits pending review outside regulatory timeframes.
 Percentage of hazardous waste permit reviews completed outside regulatory timeframes.
 Number and percentage of solid and special waste permits pending review outside regulatory timeframes.
 Number and percentage of solid and special waste permit reviews completed outside regulatory timeframes.
- Baseline:** Corresponding measures for FY2017.

Action 2.2.1: Obtain a zero backlog on all remaining applications beyond regulatory periods.

Action 2.2.2: Allocate staff as necessary to assist with data entry and permit review.

Objective 3 - Ensure remedial investigation, restoration, and management in place decisions are site specific, risk based, and environmental performance standards prone.

Tactic 3.1: Restore sites or manage contamination at sites with known or suspected releases to soil or groundwater.

- Measures:** The number of sites with known or suspected releases with potential human exposures where no further action is required or otherwise controlled as a result of implementing a management in place technique:
 Number of underground storage tank cleanups conducted that resulted in a no further action being issued and number remaining.
 Number of hazardous waste program corrective actions completed and number remaining.
 Number of EPA indicators corrective action measures achieved.
 Number of historic landfills remediated and number remaining.
 Number of historic landfills with on-going remediation projects.
 Number of solid and special waste facilities in groundwater assessment.

Number of illegal open dumps remediated under the Kentucky PRIDE Program and number remaining.

Number of tire dumps remediated under the Waste Tire Trust Fund and number remaining.

Number of new Superfund sites.

Number of PRP-Lead State Superfund sites under review and number remediated.

Number of State-Lead sites that require remediation, number remediated utilizing the Hazardous Waste Management Fund, and number under review.

Number of sites with a release of petroleum or a petroleum product remediated from a source other than a petroleum storage tank and number of under review.

Number of methamphetamine-contaminated properties reported and number decontaminated.

Number of emergency or incident responses made and number of cases closed.

Baseline: Corresponding measures for FY2017.

Action 3.1.1: Identify resource and program constraints hindering achievement of our measures; pursue program changes and request funding as necessary in budget. At a minimum, work to maintain current level of funding in cleanup programs.

Action 3.1.2: Provide technical oversight and directives for projects to investigate, remediate, manage or restore properties with contamination.

Action 3.1.3: Review analytical and reporting data for projects.

Action 3.1.4: Issue letters upon the completion of all corrective actions for facilities.

Action 3.1.5: Inventory the list of sites with known or suspected contamination.

Tactic 3.2: Plan, design and execute Final Closure Period activities at Maxey Flats while maintaining regulatory compliance.

Measures: Substantial completion of final cap construction was achieved on November 14, 2016.

Complete Institutional Control Period Work Plan by October 2017.

Baseline: Entry into the Final Closure Period, November 2012.

Action 3.2.1: Substantial completion of final cap was achieved on November 14, 2016.

Action 3.2.2: Final construction completion walk-through scheduled for June 15, 2017.

Action 3.2.3: One-year warranty period for final cap construction ends October 2017.

Action 3.2.4: Prepare Institutional Control Period Work Plan to ensure compliance and maintenance and monitoring activities beyond the final cap completion.

Action 3.2.5: Draft institutional control work plan completed May 25, 2017. Complete institutional control work plan by October 2017.

Objective 4 - Support and encourage economic redevelopment of property with real or perceived contamination.

Tactic 4.1: Provide oversight to the investigation, remediation, management or redevelopment of properties with real or perceived contamination.

Measures: Number of sites under review pursuant to the Voluntary Environmental Remediation Program.
Number of brownfield sites assessed under the Targeted Brownfield Assessment Program and number awaiting review.
Number of KRS 224.1-415 Brownfields Redevelopment Program applications received, number of eligibility letters issued, number of concurrence letters issued.

Baseline: Corresponding measures for FY2017.

Action 4.1.1: Review project data and determine compliance with program requirements.

Action 4.1.2: Issue notices and letters for projects in accordance with regulatory guidelines.

Objective 5 - Minimize waste generation and disposal.

Tactic 5.1: Assure proper management and disposal of waste.

Measures: The compliance rates for authorized solid waste management facilities.
The amounts, by weight, of litter, open dump waste, and household hazardous waste collected by counties through the Kentucky Pride program.

Baseline: Corresponding measures for FY2017.

Action 5.1.1: Inspect regulated sites at established intervals to facilitate and ensure compliance with agency requirements.

Action 5.1.2: Increase communications between permitting central office staff and field operations staff.

Objective 6 - Encourage beneficial reuse and recycling.

Tactic 6.1: Encourage reduced waste generation and disposal by promoting beneficial reuse, recycling, waste minimization and pollution prevention.

Measures: Tonnage of municipal solid waste recycled or reused, by type.
Tonnage of material recycled through the State Government Recycling Program.
Tonnage of solid or special waste used as Alternate Daily Cover (ADC).
Percentage of solid or special waste used as Alternate Daily Cover (ADC).
Number of waste tires used in tire-derived fuel projects, crumb rubber grants and other beneficial reuse purposes as a percentage of number of tires generated.
Number of recycling grants and total amount of funding administered.

Baseline: Corresponding measures for FY2017.

Action 6.1.1: Maintain and enhance TEMPO reporting or other databases to accurately track and report on measures.

Action 6.1.2: Provide education and outreach for recycling opportunities.

Action 6.1.3: Update recycling fact sheets, as more current information is available.

Action 6.1.4: Administer grant programs in accordance with regulatory requirements.

Action 6.1.4: Publish The Marketplace for Recycling Commodities newsletter.

Action 6.1.5: Identify resource and program constraints hindering achievement of measures; pursue program changes and request funding as necessary in budget.

Goal 4: Environmental Compliance

Ensure environmental compliance using a clear and consistent approach of enforcement.

Proper enforcement stops violators from releasing illegal pollution into the air, water and onto the ground. In situations where federal and state environmental laws have been violated, enforcement ensures responsible parties are held accountable for the contamination of the environment. Responsible parties are directed to clean up contaminated property or reimburse the department for the cleanup.

The Division of Enforcement serves both compliance and enforcement functions. Through its Compliance and Operations Branch, the division's compliance efforts focus on identifying violations, notifying the regulated entity of the violations and returning the regulated entity back to compliance through informal processes without the assessment of penalties. This is uniquely different from the responsibilities of the Civil Enforcement Branch, which focuses on addressing violations that have already been cited, following formal administrative processes to resolve the violations and routinely assessing civil penalties as a part of the resolution.

The enforcement process is conducted through referrals either from the Department's program divisions or internally from the Compliance and Operations Branch. When regulated entities fail to return to compliance through the compliance process, the referring party prepares, organizes and summarizes case-specific documentation and refers the violation to the Division of Enforcement's Civil Enforcement Branch for formal enforcement action.

The Division's Compliance and Operations Branch operates an extensive program of performing compliance reviews of discharge monitoring reports (DMRs), which are submitted by facilities to demonstrate compliance with Kentucky Pollutant Discharge Elimination System (KPDES) Permits. The DMR compliance program has been critical in addressing numerous wastewater non-compliance issues in the Commonwealth, with most reviews being conducted of municipal and private wastewater treatment facilities and surface coal mining facilities. The Compliance and Operations Branch also issues Notices of Violation for violations referred by Central Office Programs from the Division of Air Quality, Division of Waste Management and the Division of Water. Between SFY 2006 and SFY 2017, the Compliance and Operations Branch has issued over 6,000 Notices of Violations, averaging more than 500 Notices of Violation each state fiscal year.

The Division of Enforcement continues to implement changes to conduct work more efficiently, while continuing to achieve 'timely and appropriate' enforcement actions. In FY2018, the Division will begin to implement a procedure in the Civil Enforcement Branch, aimed to more consistently apply the 'Maggard Factors' across media types for similar violations. The Division will also continue to implement and improve the DMR automation process for reviews within the Compliance and Operations Branch. The goals of both of these process changes are to address non-compliance throughout the Commonwealth with improved timeliness and in a more consistent manner.

Objective 1 - Facilitate the return of regulated entities to compliance with environmental statutes and regulations.

Tactic 1.1: Facilitate processes that result in the successful resolution of environmental enforcement cases.

Measure: The number of new cases received in the division during the fiscal year.
Baseline: From July 2005 through June 2013, the division received an average of 36 new cases per month and an average of 427 new cases per fiscal year.

Measure: The number of cases closed by the division during the fiscal year.
Baseline: From July 2005 through June 2013, the division closed an average of 35 cases per month and an average of 416 cases per fiscal year.

Measure: The total number of enforcement cases in the division.

Baseline:	From July 2005 through June 2013, the division had an average of 994 open enforcement cases.
Measure:	The number of cases open in the division of Enforcement only for monitoring compliance with an Agreed Order or Secretary's Order.
Baseline:	From July 2005 through June 2013, the division had an average of 255 enforcement cases open for monitoring of an executed settlement document (Demand Letter, Agreed Order and Secretary's Order).
Measure:	The number of cases in the division that are unassigned.
Baseline:	From January 2008 through June 2013, the division had an average of 12 unassigned enforcement cases. Data developed prior to January 2008 is incomplete.
Measure:	The total amount of civil penalties collected and supplemental environmental projects imposed from enforcement cases during the fiscal year.
Baseline:	From SFY05 through SFY13, the division collected and average of \$2,032,680.69 in civil penalties per fiscal year.
Measure:	The number of Agreed Orders signed by the responsible party in enforcement cases or cases otherwise resolved.
Baseline:	From July 2005 through June 2013, the Division has received an average of 9 Agreed Orders signed by the responsible party per month and has received an average of 113 Agreed Orders signed by the responsible party per fiscal year.
Measure:	The number of Demand Letters or Settlement Letters issued per fiscal year.
Baseline:	The use of Demand Letters to resolve enforcement cases was reinstituted in February 2008. From February 2008 through June 2013, the Division mailed an average of 6 Demand Letters to the responsible party per month and an estimated average of 73 Demand Letters to the responsible party per fiscal year.
Measure:	The number of Agreed Orders and Administrative Orders signed by the Secretary in enforcement cases per year.
Baseline:	From July 2005 through June 2013, an average of 10 Agreed Orders was executed per month and an average of 122 Agreed Orders was executed per year.

Action 1.1.1: Maintain and update protocols and the mechanisms necessary to implement timely and effective enforcement of environmental laws.

- Action 1.1.2:** Develop staff expertise in air, waste management and water programs to allow the division to more effectively facilitate compliance with environmental laws.
- Action 1.1.3:** Work closely with program divisions to resolve enforcement cases in a timely and effective manner.
- Action 1.1.4:** Develop criteria and format for monthly reporting of Division activities and accomplishments to program divisions and Department and Cabinet management.
- Action 1.1.5:** Develop and implement criteria and mechanism for prioritizing enforcement cases to be referred to Cabinet attorneys for legal action.

Tactic 1.2: Resolve enforcement cases in a timely manner.

- Measure:** The length of time required to draft a case resolution proposal for approval once a case has been assigned to staff.
- Baseline:** The average time is 39 days to draft a case resolution proposal once a case has been assigned to staff.

- Measure:** The length of time required to hold a settlement conference after a case resolution proposal has been drafted.
- Baseline:** The average time is 101 days to hold a settlement conference after a case resolution proposal has been drafted.

- Measure:** The length of time required to reach an agreement in principle or refer a case to EPLD after a case resolution proposal has been drafted.
- Baseline:** The average time is 159 days to reach an agreement-in-principle after a case resolution proposal has been drafted, and an average of 289 days to refer a case to EPLD after a case resolution proposal has been drafted.

- Measure:** The length of time required to draft an Agreed Order or demand letter once an agreement-in-principle has been reached.
- Baseline:** The average time is 30 days to draft an Agreed Order once an agreement-in-principle has been reached, and 19 day to draft a demand letter once an agreement-in-principle has been reached.

- Measure:** The length of time required to have the responsible party under an executed settlement document once a case has been assigned to staff.
- Baseline:** The average time is 324 days from case assignment to execution of a DEP agreed order, 205 days from case assignment to mailing of a demand letter, 697 days from case assignment to execution of an EPLD agreed order, 752 days from case assignment to execution of a Secretary's Order, and 921 days from case assignment to execution of a court

decision. There is currently insufficient data to determine a baseline for length of time from case assignment to a consent decree.

Objective 2 – Provide assistance to Department programs by issuing and tracking compliance with letters of warning and notices of violation.

Tactic 2.1: Facilitate processes for the issuance and tracking of compliance with letters of warning and notices of violation.

Measure: The number of letters of warning and notices of violation issued by DENF per year.

Baseline: From July 2006 through June 2013, the division issued an average of 3 Letters of Warning per month and an average of 31 Notices of Violation per month. From FY05 through FY13, the Division issued an average of 62 Letters of Warning per fiscal year and an average of 455 Notices of Violation per fiscal year.

Action 2.1.1: Monitor and report on a yearly basis the number of letters of warning and notices of violation issued by DENF.

Action 2.1.2: Work closely with program divisions to issue letters of warning and notices of violation in a timely and effective manner.

Goal 5: Compliance Assistance and Environmental Stewardship
Promote responsible environmental stewardship.

The Division of Compliance Assistance administers four programs: certification and licensing, environmental compliance assistance, environmental leadership (KY EXCEL), and brownfield redevelopment. The division's innovative approach to facilitating compliance and excellence is improving the environment for all Kentuckians.

Certification – *DCA provides training and testing services for environmental professionals certified for operators of wastewater, drinking water and solid waste facilities.* These well-trained and knowledgeable professionals are entrusted with protecting public health.

Outreach – *DCA is a technical resource for all individuals with environmental questions and needs.* Understanding and complying with a very diverse and extensive set of environmental requirements can be confusing. Even committed and experienced environmental professionals face times when they simply need help. DCA provides email and telephone assistance for anyone seeking help with an environmental concern.

Recognition and Redevelopment – *DCA strongly believes that the future of Kentucky's environment depends on the stewardship of its citizens.* Every day, people make both large and small decisions in their homes, workplaces and communities that can benefit or harm the environment. DCA is helping these individuals and regulated entities become more aware of the economic and environmental benefit that result from sustainable decisions and provides recognition through its programs. Additionally, Kentuckians benefit both economically and environmentally from redevelopment of underutilized properties.

Education - *DCA is providing Kentucky with the knowledge it needs to care for Kentucky's environment. In a 2008 survey, respondents identified a lack of knowledge regarding environmental requirements as one of the greatest barriers to ensuring environmental compliance. The training opportunities provided by DCA equip front-line environmental professionals with the information they need to succeed in their environmental efforts.*

DCA is uniquely positioned to partner with Kentucky's corporate and private citizens to proactively build environmental values and facilitate positive behaviors throughout Kentucky. DCA is accomplishing this through partnerships, training, mentoring and technical support.

Objective 1 - Certify qualified environmental professionals.

Tactic 1.1: Certify environmental professionals to maximize appropriate actions and effective operations at regulated locations.

Measure: The number of certification licenses issued annually.

Baseline: In FY09, the Division of Compliance Assistance issued the following certification licenses:

Wastewater Certifications -	180
Wastewater Certification Renewals -	1068
Drinking Water Certifications -	273
Drinking Water Certification Renewals -	273
Solid Waste Certifications -	138

Action 1.1.1: Process certification applications and administer examinations in an accurate and timely manner to ensure that individuals possess the minimum competencies necessary to properly perform their professional duties.

Action 1.1.2: Participate in recruitment efforts to encourage individuals to consider the operator profession.

Action 1.1.3: Provide administrative support for the Kentucky Board of Certification of Wastewater System Operators and the Kentucky Board of Certification of Water Treatment and Distribution System Operators.

Action 1.1.4: Increase the program's state and national involvement to stay informed of operator issues, ensure the program is prepared to

respond to changing needs and influence the state and national policy related to certified operators.

Objective 2 - Help entities comply with Kentucky's environmental requirements.

Tactic 2.1: Provide quality, one-on-one assistance services that help regulated entities comply with environmental obligations.

Measure: Changes in environmental knowledge and behavior resulting from one-on-one assistance activities.

Baseline: In FY08, the Division of Compliance Assistance responded to and received feedback from clients:

Client Assistance Requests - 867

Small Business Assistance Requests - 289

Client Response - 72% indicated a change in knowledge
83% indicated a behavior change

Action 2.1.1: Implement effective, proactive and reactive multi-media compliance assistance services with a special emphasis on small businesses and communities to enhance environmental performance.

Action 2.1.2: Serve as point of contact and advocate for the public and entities regulated by the Department to ensure that department programs are appropriately implemented.

Action 2.1.3: Communicate the availability of compliance assistance and the benefits of the program.

Tactic 2.2: Implement meaningful programming that provides individuals with the knowledge needed to increase environmental compliance and performance.

Measure: Percent satisfaction from training events and the number of individuals reached through training and resources developed.

Baseline: FY12 indicators for communication tools and training:

88.5% satisfaction from training evaluations

1833 – Number of individuals trained on compliance topics (OCP and ECAP trainings)

11 – Number of regulatory resources developed

8 – Number of regulatory trainings provided

Action 2.2.1: Work with agencies within DEP to produce and facilitate quality training that includes accurate and timely technical and regulatory information.

- Action 2.2.2:** Work with agencies within DEP to provide resources that clarify environmental requirements and offer technical solutions to common challenges.
- Action 2.2.3:** Establish communication tools that empower the regulated community to determine the environmental obligations that apply to their location and the resources that are available to make it easier for them to comply.
- Action 2.2.4:** Work with other state and federal agencies to develop comprehensive educational resources for the public.

Objective 3 – Facilitate Environmental Stewardship

Tactic 3.1: Encourage environmental stewardship by making the public more aware of the opportunities they can act on to make their communities stronger and healthier.

Measure: Number of entities assisted with stewardship projects and individuals trained.

Baseline: FY12 indicators are as follows:

10 – Number of entities assisted with stewardship projects

112 – Number of individuals trained on stewardship topics (Brownfield and KY EXCEL)

10,586 – Audience reached through DCA communication tools (Facebook, Exhibits, Presentations and LAW)

Action 3.1.1: Provide quality, one-on-one assistance services that help individuals identify, plan, and implement environmental projects that are not required by Kentucky law.

Action 3.1.2: Offer quality environmental stewardship training to enable actions that improve Kentucky's environment and create healthier, stronger communities.

Action 3.1.3: Develop and compile stewardship resources in partnership with organizations, state and local agencies, nonprofit entities and other stakeholders.

Action 3.1.4: Establish communication tools that empower the regulated community to determine the stewardship resources that are available to increase their sustainability.

Tactic 3.2: Recognize and publicize voluntary actions that improve Kentucky's environment and promote environmental awareness.

Measure: The number of voluntary actions identified as a result of DCA programs.

Baseline: In FY10, the number of voluntary actions observed was as follows:

New KY EXCEL Voluntary Projects -	121
Environmental Stewardship Award Nominations -	44
Eco-Art Submissions -	13

Action 3.2.1: Implement KY EXCEL, an environmental leadership program that recognizes entities for their voluntary commitments to improve Kentucky's environment.

Action 3.2.2: Administer the department's environmental stewardship award program and recognition events.

Action 3.2.3: Communicate the successes of Kentucky's environmental stewards.

Tactic 3.3: Increase visibility of the Brownfield Redevelopment Program by providing technical and fiscal assistance opportunities.

Measure: The amount of Brownfield communication tools developed and Targeted Brownfield Assessments conducted.

Baseline: In FY13, the DCA's Brownfield program conducted the following outreach and assessment activities:

22 - Communication tools developed

8 - Number of applicants assisted with grant applications

5 - Number of Targeted Brownfield Assessments (Phase I assessments, Phase I updates, Phase II assessments)

Measure: Amount of funds issued through the Cleaner Commonwealth Fund.

Baseline: In FY13, the DCA's Brownfield program managed the following funding support activities:

5 - Number of grant or loan applications received

\$98,000 - Amount of CCF grants obligated

\$0 - Amount of CCF loans issued

Action 3.3.1: Serve as a resource that encourages environmentally sustainable communities and facilitates the cleanup and beneficial reuse of Brownfield properties.

Action 3.3.2: Establish communication tools that raise awareness and empower communities to initiate Brownfield redevelopment projects.

Action 3.3.3: Provide Targeted Brownfield Assessments with the goal of redevelopment.

Action 3.3.4: Develop procedures and tracking mechanisms for CCF.

Action 3.3.5: Promotion of federal funding opportunities and assisting eligible entities in grant preparation.

Action 3.3.6: Process applications for CCF and award eligible applicants.

Goal 6: Environmental Program Support

Improve quality, efficiency and effectiveness of environmental programs and activities through innovative strategies, tools and approaches.

The Department for Environmental Protection involves a range of activities that collectively provide support to ensure decisions made by the department are practical and consistent with the department's mission. These activities provide a foundation to achieve desired environmental benefits in the best interest of Kentucky's citizens.

Assessing the environmental status of Kentucky's air, land and water is important to determine potential threats, evaluate risks and identify solutions to protect the environment and safeguard human health. The department maintains a centralized laboratory that performs analytical sample testing of water and soil to determine the nature and extent of pollutants within the Commonwealth. The department also maintains a 24-hour emergency environmental response line for accidental spills and releases of toxic and hazardous material that threaten the environment. The Environmental Response Team (ERT) responds immediately to environmental emergencies and provides efficient, coordinated and effective action to minimize damage to Kentucky's environment.

Administrative support of information technology enables the department to efficiently manage data in a timely manner. Addressing the technological needs of our environmental management systems is an essential aspect of providing web-based electronic services to the public. Advancement of the department's technology and streamlining environmental response programs will provide the best possible service to Kentucky's local governments and communities.

Improvement in organizational and employee development, quality assurance and workplace safety are important areas to facilitate the accomplishment of the agency's mission and goals. Empowering employees with the tools, knowledge and skills to contribute effectively and efficiently enables employees to achieve long-term sustainable results to protect and enhance Kentucky's environment.

COMMISSIONER'S OFFICE (CO)

Objective 1 – Continue to support and coordinate ongoing department-level programmatic activities.

Tactic 1.1: Identify recommendations that will assist in providing the service and responsiveness required for carrying out the day-to-day activities in the Commissioner's Office.

Measure: Provide recommendations to the Commissioner on an ongoing basis.

Baseline: SFY17 department-level activities.

- Action 1.1.1:** Coordinate e-clearinghouse and NEPA document reviews.
- Action 1.1.2:** Coordinate U.S. Army Corps of Engineers Public Notice Reviews.
- Action 1.1.3:** Coordinate review of Pollution Control Tax Exemption Certificates.
- Action 1.1.4:** In collaboration with DEPS, coordinate special projects including, Governor's Conference on the Environment, KECC, March of Dimes, and other department-wide activities.

Objective 2 – Develop an effective strategic planning process.

Tactic 2.1: Develop a Department for Environmental Protection strategic plan for SFY18.

- Measure:** DEP strategic plan development is coordinated by the Commissioner's Office staff and completed at the beginning of the state fiscal year.
- Baseline:** Strategic plans are finalized in advance of deadlines.

- Action 2.1.1:** Ensure that the SFY18 Strategic Plan for the Commissioner's Office and each of the six department divisions are finalized by June 30, 2017.
- Action 2.1.2:** Ensure the Department's goals and objectives are compatible with the SFY18 Department budget.
- Action 2.1.3:** Align the Department's strategic plan with Cabinet's strategic plan.
- Action 2.1.4:** Publish the mid-year status update to the Strategic Plan in December 2017.
- Action 2.1.5:** Each division shall publish an annual report by September 15, 2017 including results of the Strategic Plan measures and actions for the previous state fiscal year.

Tactic 2.2: Assist staff in understanding their role in the DEP strategic plans by ensuring that employees are clear about the objectives, goals and directions of the agency.

Tactic 2.3: Provide input into USEPA's strategic planning processes at both the national and regional levels.

Objective 3 – Develop and implement annual participation in the National Environmental Performance Partnership System (NEPPS).

Tactic 3.1: Develop Performance Partnership Grant (PPG) for SFY18.

- Measure:** DEP shall submit the annual Performance Partnership Grant by August 1 of each calendar year.
- Baseline:** Performance Partnership Grant finalized in advance of deadline.

- Action 3.1.1:** Continually work with EPAs NEPPS contact to ensure DEP is in compliance with programmatic requirements.
- Action 3.1.2:** Work with EPAs NEPPS contact to develop PPG award amounts for each federal fiscal year.
- Action 3.1.3:** Work with DEP divisions to develop PPG application data and budgets.
- Action 3.1.4:** Develop PPG budget breakdown for each division and submit to GAPS.
- Action 3.1.5:** Monitor changes at the federal level that could affect the amount of funding available to DEP (example: rescissions.)

Tactic 3.2: Develop Performance Partnership Agreement (PPA) for SFY18.

Measure: DEP shall submit the annual Performance Partnership Agreement (PPA) by August 1 of each calendar year.

Baseline: Performance Partnership Agreement finalized in advance of deadline.

- Action 3.2.1:** Review and comment on National Program Guidance to ensure Kentucky's voice in the development of biannual EPA environmental priorities and implementation strategies.
- Action 3.2.2:** Negotiate annual DEP priorities and commitments list (P&C list) with EPA senior management in advance of PPA submittal.
- Action 3.2.3:** Work with EPAs NEPPS contact to develop P&C list negotiation schedule.
- Action 3.2.4:** Work with DEP divisions to develop annual PPA P&C list.

DIVISION OF ENVIRONMENTAL PROGRAM SUPPORT (DEPS)

Objective 1 – Recruit and retain qualified employees for positions at DEP.

Tactic 1.1: Continue ongoing efforts to identify resources that will assist in the hiring and retaining of qualified employees.

Measure: The number of new employees hired and retained on a yearly basis in critical positions.

Baseline: SFY17 hiring for critical positions.

- Action 1.1.1:** Continue to provide recommendations to present to the Personnel Cabinet to increase employee retention and recruitment (may include promotion in place options and changes to class specifications).
- Action 1.1.2:** Ensure that all divisions within the Department for Environmental Protection have adequate funding budgeted to support the DEP Scholarship Program provided through the University of Kentucky.

Action 1.1.3: Ensure the department maintains the required number of internal certified trainers to meet annual training requirements to teach CPR/FA/BBP to departmental employees.

Objective 2 – Provide technical, personnel and administrative support for DEP IT-Based grants.

Tactic 2.1: Meet goals of USEPA grant-based projects on time and on budget.

Measure: Successful completion of funded projects in FY17.

Baseline: Submission and acceptance of semi-annual and annual reports to and by USEPA.

Action 2.1.1: Complete “ATTAINS” Exchange Network grant project as noted in project plan.

Action 2.1.2: Complete “ICIS eForms” Exchange Network grant project as noted in the project plan.

Action 2.1.3: Begin the “Access to Data” Exchange Network grant project as noted in the project plan.

Action 2.1.3: Apply for EPA multipurpose grants, and complete portions of the projects as noted in the project plan.

Objective 3 – Continue to Support and Coordinate Ongoing Programmatic Activities.

Tactic 3.1: Identify recommendations that will assist in providing the service and responsiveness required for carrying out the day-to-day activities in the DEPS.

Measure: Activities performed and coordinated in SFY18.

Baseline: SFY17 activities performed by staff in the DEPS. (IT activities are identified in Objective 2 above.)

Action 3.1.1: Coordinate the activities of the Environmental Response Team (ERT) to effectively respond to environmental incidents.

Action 3.1.2: Develop and maintain all Standard Operating Procedures and Standard Operating Guidelines of the Environmental Response Team (ERT) that include (ERT Operations and Procedures Plan, On-Scene Coordinators Field Guide, Drinking Water Emergency Plan, and Response Coordinators Guidelines, BGAD Re-entry & Recovery Plan, Emergency Transition Plan).

- Action 3.1.3:** Coordinate training for the Environmental Response Team (ERT) On-Scene Coordinators (Hazwoper, QCS Training, Air Monitoring, Oil Spill Containment Training, Flood Control Training and Hazardous Materials Training).
- Action 3.1.4:** Coordinate EEC vehicle motor pool and facilitate all building issues and maintenance for the cabinet motor pool building. Ensure all building and maintenance issues for the 300 Sower Building are entered into Facility Dude for response and corrective action by the property owner. Coordinate all recycling to be picked up for the 300 Sower Building. Continue to coordinate departmental processes for uniforms, safety shoes, inventory and regional office postage requests. Coordinate DEP efforts related to space request and janitorial contracts for leased buildings within DEP.
- Action 3.1.5:** Coordinate DEP budgetary activities including submission of annual and biennial operating budgets, and fiscal year closeout.
- Action 3.1.6:** Identify subject matter experts to serve as a point of contact and assistance for all departmental procurement needs. Maintain a database to track payment status for DEPS purchases and/or utility costs.
- Action 3.1.6:** Cross train all ASB employees to have a base knowledge in all support aspects.
- Action 3.1.7:** Review and develop Memoranda of Agreement (MOAs) and Personal Service Contracts (PSCs) including those for medical monitoring, and OSHA training for all applicable DEP employees.
- Action 3.1.8:** Coordinate personnel activities including the DEP scholarship program, EEO/ADA, Affirmative Action Plans, and Title VI activities.
- Action 3.1.9:** Work with cabinet staff as required ensuring that all IT software licenses are kept current and/or retained under the realm of COT.
- Action 3.1.10:** Provide technical advice concerning appropriate laboratory analytical methods and techniques.
- Action 3.1.11:** Oversee and maintain the EEC Motor Pool.
- Action 3.1.12:** Coordinate scheduling and oversee all safety training for DEP employees to include fire drills, tornado drills, earthquake drills, building evacuation procedures, and active shooter training in FY18. Work with other agencies in the 300 Sower Building to develop safety programs and coordinate scheduling to train all EEC staff designated as Team Leaders and Rally Point Captains on procedures for reporting to command post.
- Action 3.1.13:** Maintain department wide tracking system for personnel action submittals.
- Action 3.1.14:** Coordinate grant activities for the Environmental Response Team (ERT) to receive grant money for equipment and training through Homeland Security, Emergency Management and EPA.

- Action 3.1.15:** Work with cabinet staff to coordinate new safety training curriculums in the Kentucky Electronic Learning Management System (KELMS) database.
- Action 3.1.16:** Identify a DEP move planning committee to facilitate logistics for departmental activities related to the upcoming regional office move to a new facility in Hazard.
- Action 3.1.17:** Facilitate cabinet/department activities related to the upcoming reorganization that will create a new administrative office for EEC. DEPS staff will assist cabinet level staff in the development and planning of the reorganization and be part of a transition team that will help administer a transfer of knowledge from GAPS to the new office.
- Action 3.1.18:** The Environmental Response Branch will seek to acquire a boat that is suitable for the navigation of the Ohio and Mississippi River and has the ability to shelter staff from harsh weather. This acquisition would allow a boat to be placed in the Western Kentucky area and give the Branch quicker response times and flexibility during spills in that area.
- Action 3.1.19:** The Environmental Response Branch will acquire three cargo trailers. The trailers will allow the Branch to outfit the trailers with supplies consisting of sample containers, absorbent pads and booms, etc. This will allow the Branch to respond quicker with supplies during spills throughout the Commonwealth.
- Action 3.1.20:** The Environmental Response Branch will work with Kentucky Division of Emergency Management to acquire a quick deployment trailer for air monitoring and sampling. This trailer will give the Branch the ability to have equipment on charge, and loaded in the trailer, allowing for quicker deployment of air monitoring equipment during incidents throughout the Commonwealth.

Objective 4 – Implement the Budget, Administrative, Facilities and Procurement Coordination.

Tactic 4.1: Begin administrative improvement and redundancy on a cabinet level for JULY 16, 2017 – October 16, 2018 with no loss in current production.

Measure: Deficiency rate of PARs, accurate budget submissions and projections, CAP maintenance/increases.

Baseline: Accurate logistic, budget, procurement and human resource processing with < 3% deficiency rate across all disciplines. With no loss in department operations.

Action 4.1.1 Work with GAPS to ensure we have implemented an adequate PAR QA/QC process that is applied at the division and department levels prior to submittal.

- Action 4.1.2** Train budget staff to provide budget information in a timely and accurate manner.
- Action 4.1.3** Continued HR/Budget education for all ASB staff.
- Action 4.1.4** Develop informative and educational budget/grant/HR meetings.
- Action 4.1.5** Maximize participation in personnel and budget training.
- Action 4.1.6** Establish additional training for department specific needs.

Objective 5 – Provide accurate and defensible chemical analytical services to the program divisions of the Department for Environmental Protection.

Tactic 5.1: Analyze environmental samples collected by the Water and Waste Management divisions for chemical constituents.

Measure: The number of environmental samples analyzed each year.

Baseline: In calendar year 2016, there were 4335 samples analyzed by the Environmental Services laboratory. There were 4619 samples in the previous year.

Action 5.1.1: Provide testing services for samples in accordance with the allocated budget.

Action 5.1.2: Maintain an average turn-around-time of less than 30 days for samples submitted beyond July 1, 2018. The average turn-around-time for all samples received in CY16 was 22.09 days.

Measure: The number of individual tests performed by the Environmental Services laboratory.

Baseline: In calendar year 2016, there were 46,811 individual tests performed by the Environmental Services laboratory.

Action 5.1.3: Provide individual testing services in accordance with the allocated budget.

Measure: The number of individual chemical parameters reported by the Environmental Services laboratory.

Baseline: In 2016, there were 233,147 individual chemical parameters reported by the Environmental Services laboratory.

Action 5.1.4: Provide chemical parameter reporting to meet department needs.

Measure: The number samples reported by the Environmental Services laboratory outside the 30 day from delivery.

Baseline: In 2016, there were 234 individual sample reports reported by the Environmental Services laboratory outside the 30-day mark. This represented 6.44% of the total samples for the year.

Action 5.1.5: Provide reports to clients within 30 days of delivery. The division goal is less than 5.0%.

Tactic 5.2: Maintain accreditation by USEPA and the National Environmental Laboratory Accreditation Program (NELAP).

Measure: Accreditation status of the Environmental Services laboratory.

Baseline: Currently, the laboratory is certified as the State Principal Laboratory for Drinking Water by USEPA. In July 2007, the New Hampshire Department of Environmental Services granted the laboratory NELAP accreditation. Continuing accreditation status is dependent on successful ongoing participation in the NELAP program.

Action 5.2.1: Participate in a minimum of 2 Proficiency Testing (PT) studies approximately 6 months apart.

Action 5.2.2: Pass 2 out of the last 3 consecutive studies to maintain accreditation for various analytical methods.

Action 5.2.3: Secure funding through budget planning and contract writing that will pay for the on-site auditing fees biannually so that accreditation can be maintained.

Action 5.2.4: Review Environmental Services Laboratory analytical and administrative SOPs and Laboratory Operations and Quality Assurance Manual (LOQAM) annually and update as necessary. Maintain all SOPs with 23-point criteria.

Tactic 5.3: Upgrade the analytical instrument base of the Environmental Services laboratory.

Measure: The analytical capacity and dollar value of new and replacement instrumentation.

Baseline: The Environmental Services lab maintains a major analytical instrument inventory with a baseline dollar value in excess of \$2 million.

Action 5.3.1: Secure additional funding that will allow replacement of old or outdated equipment and instruments.

Action 5.3.2: Secure additional funding that will allow purchase of equipment that utilizes new technologies to meet the department's changing program needs.

Objective 6 – Provide adequate training to DEP employees.

Tactic 6.1: The goal of the Department for Environmental Protection (DEP) is to provide the best, cost-effective services to the citizens of the Commonwealth. This goal is to be achieved by maintaining a qualified and healthy workforce.

Measure: The number of formalized training events sponsored by DEP in FY17.

Baseline: The baseline will be the number of training events sponsored by DEP in SFY16.

Action 6.1.1: Coordinate the scheduling with U.S. EPA of the Basic Inspector Training Course to ensure that the content is appropriate and current. This training was provided to DEP staff in the spring of 2017.

Action 6.1.2: Offer the DEP New Employee Orientation program on a semi-monthly basis to all new DEP employees and maintain the manual (and PowerPoint presentation) to ensure that the content is appropriate and current.

Action 6.1.3: Coordinate scheduling and provide oversight of all Safety Training for DEP employees. Ensure certification and/or completion of all training is identified by individual and entered in the KELMS database.

Action 6.1.4: Coordinate scheduling mandatory Supervisor's Training program (includes training on employee relations, enforcement of state/cabinet/department-level policies, etc.)

Action 6.1.5: Assist the divisions in identification of specialized training needs and provide approval and support for the training.

Action 6.1.6: Coordinate DEP employee participation in the Kentucky Employee Health Plan, Living Well initiatives and KECC activities.

Action 6.1.7: Partner with agencies and organizations outside DEP to provide environmental awareness training (including but not limited to Earth Day, Governor's Conference on the Environment, and Kentucky Recycling Interest Group).

Objective 7 – Manage public records in a manner that is cost-effective and provides timely, accurate access to paper files and electronic documents for DEP staff and the public.

Tactic 7.1: Respond to all Open Records requests within three business days.

Measure: Reports generated from TEMPO Reports Tool based on completed dates.

Baseline: Individual dates the requests are submitted.

Action 7.1.1: Revise the Draft Standard Operating Procedure to reflect new software utilized to pull records in order to ensure all Open Records staff performs operations similarly.

- Action 7.1.2:** Continue to enforce a standard process that requires immediate entry of open records requests and receipt dates into TEMPO.
- Action 7.1.3:** Continue running TEMPO reports that show the response times for open records requests.
- Action 7.1.4:** Continue to coordinate with the Office of General Counsel in order to effectively process open records request from attorneys and media.
- Action 7.1.5:** Implement any needed changes to the open records response process in accordance with Office of General Counsel recommendations.

Tactic 7.2: Accurately scan all documents received in the file room within one business day of arrival in the scanning area.

Measure: Number of pages scanned, number of documents scanned and number of errors reported.

Baseline: Goal should be 99.9% scanned within one business day with less than 1% error rate.

- Action 7.2.1:** Run monthly reports to measure the number of pages scanned and number of documents scanned by individual staff.
- Action 7.2.2:** Document number of documents that land on error page.
- Action 7.2.3:** Supervisors will record and report progress to DEP.
- Action 7.3.4:** Perform a second quality check for all scanned documents to ensure quality.

Objective 8 – Develop, enhance and support DEP-specific IT applications

Tactic 8.1: Manage Projects on IT project list

Measure: Completing FY18 milestones on IT project list

Baseline: FY17 Project list

- Action 8.1.1:** Continue to utilize Agile Kanban methodologies for development.
- Action 8.1.2:** DEP IT Sharepoint site will reflect SmartSheet project status. Project tasks will be updated regularly.
- Action 8.1.3:** Complete all financially obligated projects prior to deadline.
- Action 8.1.4:** Continue to conduct bi-weekly project status meetings.
- Action 8.1.5:** Provide appropriate communication with project team.

Tactic 8.2: Provide Database Support.

Measure: Successful completion of tasks on IT Project List in FY17

Baseline: July 2017 IT Updated Project List

- Action 8.2.1:** Provide timely TEMPO Help Desk Support.

- Action 8.2.2:** Complete enhancement of Reports Tool to preplace the current DEPORR application.
- Action 8.2.3:** Adhere to Federal Database Guidelines and modifications for the Safe Drinking Water Information System (SDWIS).
- Action 8.2.4:** Complete Dam Safety Modernization project including oversight of data-cleanup and integration of back-end database to link to TEMPO.
- Action 8.2.5:** Even though grant funding was not provided by EPA for state-specific enhancements, DEP is obligated to complete the requirements of the eReporting rule for data collection and data flow to EPA.
- Action 8.2.6:** Integrate recently created 'Doc-In' and 'Doc-Out' Services into more DEP applications.

Tactic 8.3: Meet goals of USEPA grant-based projects on time and on budget.

Measure: Comparison of project plan to work completed. Submission of annual reports to USEPA.

Baseline: EPA Project Plan.

- Action 8.3.1:** Complete "CROMERR" Exchange Network grant project as noted in project plan.
- Action 8.3.2:** Complete "ATTAINS" Exchange Network grant project as noted in the project plan.
- Action 8.3.3:** Complete "Access-to-Data" Exchange Network grant project as noted in the project plan.
- Action 8.3.4:** Complete EPA Multipurpose grant projects as noted in the project plan.

Tactic 8.4: Provide business analysis for proposed IT solutions

Measure: Results of project post-mortem.

Baseline: Initial project request/requirements/scope documentation.

- Action 8.4.1:** Analyze current business processes and identify opportunities to improve them, leading to initiation of projects.
- Action 8.4.2:** Identify and manage requirements for IT projects.
- Action 8.4.3:** Collaborate with development team and project team(s) to ensure that the results of the project satisfy the needs identified in the requirements.
- Action 8.4.4:** Facilitate a project post-mortem meeting with project stakeholders.

Tactic 8.5: Provide IT application training

Measure: Number of staff trained in new and existing applications and number of videos and/or other technical training documents created for new applications during FY18.

Baseline: Number of new and current staff who require training.

Action 8.5.1: Modify training videos to reflect enhancements in TEMPO360 and TEMPO Reports Tool.

Action 8.5.2: Provide in-person training for new and enhanced DEP-specific applications.

Action 8.5.3: Hire or designate a resource to train DEP staff on supported applications.

Tactic 8.6: Provide intra-agency and inter-agency IT related coordination.

Measure: IT Satisfaction Survey.

Baseline: Results of the previous year's IT Satisfaction Survey.

Action 8.6.1: Initiate assistance within one business day of receipt of request.

Action 8.6.2: Coordinate with intra- and inter- agency IT operations staff and users to solve technical problems, which impede or delay the processing of data.

Action 8.6.3: Evaluate and determine automation needs.

Action 8.6.4: Relay information regarding user needs.

Action 8.6.5: Follow-up to ensure user needs met in timely fashion.

Action 8.6.6: Establish and maintain effective working relationships.

Action 8.6.7: Coordinate with Human Resources staff and with COT in order to complete on-boarding, separation and transfer activities prior to the personnel action effective date.

Action 8.6.8: Create Standard Operating Procedures for coordination with COT related to Enterprise Identity Management and personnel actions.

Department for Environmental Protection

Office of the Commissioner

300 Sower Boulevard

Frankfort, KY 40601

Phone: 502-564-2150

Fax: 502-564-4245

www.dep.ky.gov

Division for Air Quality

300 Sower Boulevard

Frankfort, KY 40601

Phone: 502-564-3999

Fax: 502-564-4666

www.air.ky.gov

Environmental Services Branch

100 Sower Boulevard

Suite 104

Frankfort, KY 40601

Phone: 502-564-6120

Fax: 502-564-8930

www.dep.ky.gov/deps

Division of Compliance Assistance

300 Sower Boulevard

Frankfort, KY 40601

Phone: 502-564-0323

Fax: 502-564-9720

www.dca.ky.gov

Division of Waste Management

300 Sower Boulevard

Frankfort, KY 40601

Phone: 502-564-6716

Fax: 502-564-4049

www.waste.ky.gov

Division of Enforcement

300 Sower Boulevard

Frankfort, KY 40601

Phone: 502-564-2150

Fax: 502-564-9710

www.dep-enforcement.ky.gov

Division of Water

300 Sower Boulevard

Frankfort, KY 40601

Phone: 502-564-3410

Fax: 502-564-0111

www.water.ky.gov

Division of Environmental Program Support

300 Sower Boulevard

Frankfort, KY 40601

Phone: 502-564-2150

Fax: 502-564-4245

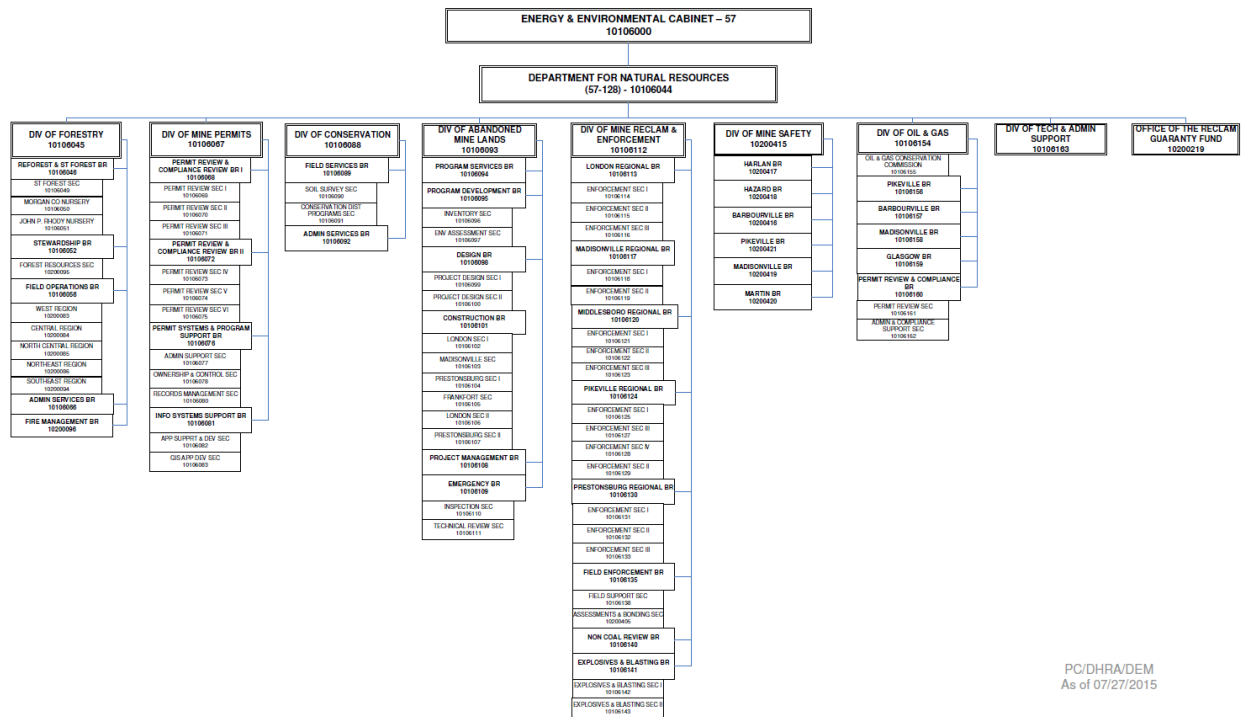
www.dep.ky.gov/deps

DEPARTMENT FOR NATURAL RESOURCES

The mission of the Department for Natural Resources is to ensure natural resource development activities such as agriculture, oil and gas drilling, logging and mining are done in an environmentally, as well as fiscally, responsible manner to the Commonwealth. These activities should also be conducted in a manner that promotes sustainability where applicable as well as optimization of finite resource extraction and recovery.

Principles:

- Be transparent and base decisions on the fundamental benefit for the Commonwealth's natural resources. The use of those resources and the sustainability for maximizing recovery of finite resources will be the priority of the DNR.
- Engage in public participation.
- Monitor, measure and adapt policy to ensure the successful administration of DNR.



Goal 1: Clean and Safe Environment in Coalfields

Provide a safer and cleaner environment for the citizens of Kentucky's coalfields by reclaiming and restoring land and water degraded by past mining.

Objective 1: Eliminate hazards and reduce residual environmental impacts from Abandoned Mine Lands (AML) eligible mining by using AML Annual Grant funds to design and construct AML reclamation projects and water supply projects.

Tactic 1.1: Expend available grant monies to fund AML reclamation projects to address highest priority projects with funds available.

Measure: Number of sites and acres reclaimed. Number of people removed from the risk associated with AML hazards.

Baseline: Number of sites reclaimed for emergency/non-emergency projects; number of acres reclaimed for emergency/non-emergency projects; and number of people removed from the risk associated with AML Hazards in previous year.

Action 1.1.1: Continue to design, bid, and construct AML projects in the future.

Action 1.1.2: Track projects by priority, acres reclaimed and number of people at risk.

Action 1.1.3: Monthly, track funds expended, projects bid and projects completed.

Tactic 1.2: Improve water quality in the coalfields by using Acid Mine Drainage (AMD) set aside funds for AMD abatement in affected streams.

Measure: Number of AMD sites addressed.

Baseline: Number of AMD projects conducted in previous year.

Action 1.2.1: Continue to design, bid, and construct AMD projects in the future.

Action 1.2.2: For each project, establish water quality baseline and track changes in water quality after each completed project.

Action 1.2.3: Monthly, track funds expended and projects conducted.

Tactic 1.3: Increase the number of citizens receiving potable drinking water in the coalfields by funding water supply extensions into areas where abandoned mining has affected the groundwater.

Measure: Number of citizens receiving potable water as a direct result of AML projects.

Baseline: Number of citizens served with potable water in previous year.

Action 1.3.1: Continue to fund waterline extensions in areas where abandoned mining has affected the groundwater.

Action 1.3.2: Prioritize waterline extension projects with emphasis on number of people served and baseline ground water quality.

Action 1.3.3: Annually track citizens served by AML funding waterline projects.

Action 1.3.4: Monthly track ongoing waterline projects and expenditures.

Tactic 1.4: Investigate citizen's concerns regarding potential AML and Bond Forfeiture sites that are received by the Division.

Measure: Number of citizens' concerns received and investigated by AML employees.

Baseline: Number of citizens' concerns received/investigated in previous year.

Action 1.4.1: Continue to investigate and resolve AML citizen concerns as quickly as possible. Continue to implement efficiencies to accomplish this tactic such as:

Action 1.4.2: Increase verbal and face-to-face communications with citizens.

Action 1.4.3: Continue digitization of old AML citizen concern files and aerial photographs to assist in research and resolution of concerns.

Action 1.4.4: Increase the reliance on regional office investigations in conjunction with main office research to resolve concerns.

Action 1.4.5: Explore data collection options to increase efficiency and accuracy of investigations through the use of innovative field technology.

Objective 2: Process Bond Forfeiture projects to utilize bond forfeiture funds in the most effective manner to maximize reclamation with monies available.

Tactic 2.1: Expend available monies from bonds posted as part of the permitting process to reclaim forfeited sites to program standards.

Measure: Number of inventories (which include cost estimates) conducted and number of forfeited permits reclaimed and acreage reclaimed.

Baseline: Number of permits and number of acres worked in previous year.

Action 2.1.1: Continue to perform inventories (with cost estimates) and grouping of forfeited permits.

Action 2.1.2: Continue to reclaim forfeited sites, as funding and staffing limitations allow.

Action 2.1.3: Track forfeited sites inventoried, permits reclaimed, funding expended and cost estimates of each individual project.

Tactic 2.2: **For forfeitures,** Petition to the Office of the Kentucky Reclamation Guaranty Fund asking for additional funding for Forfeiture sites with inadequate funding.

Measure: Number of forfeited permits that are reclaimed and acreage reclaimed.

Baseline: Number of forfeited permits requiring additional funds in previous year.

Action 2.2.1: Complete inventories (with cost estimates) on current bond forfeitures and quarterly request additional funds for permits.

Action 2.2.2: Perform Comparative Analysis of bid values, cost estimates, and bond amounts for reclaimed sites.

Action 2.2.3: Coordinate with DMP any results of inadequate bond amounts and discuss any changes needed to permit bond calculations.

Action 2.2.4: Track number of inventories conducted, permits reclaimed and funds expended.

Objective 3: Develop methodologies to implement the \$30 million dollar AML Pilot Grant for AML Reclamation in conjunction with Economic and Community Development.

Tactic 3.1: Develop an application process to allow State and Local governments to apply for the Pilot grant and work in conjunction with AML to develop qualifying projects.

Measure: Number of applications received and reviewed.

Baseline: New program; future funding unknown at this time.

Action 3.1.1: Continue to improve the process for state and local governments to apply for Pilot grant money.

Tactic 3.2: Of projects selected to fund, develop a project description and cost estimate to present to the Office of Surface Mining and Reclamation Enforcement for their review and approval. Once approval is received from OSMRE, then work with project developers to obtain necessary documents for National Environmental Policy Act (NEPA) review and necessary documents to request for Authorization to Proceed (ATP) from OSMRE.

Measure: Number of projects that receive ATP.

Baseline: New program; future funding unknown at this time.

Action 3.2.1: Work with OSMRE to obtain NEPA review and to process ATP's.

Tactic 3.3: Monitor and administer funds for selected pilot grant projects. Attend monthly progress meetings throughout the construction period. Develop an economic and community development evaluation system that will measure the success of the project over a selected period of time.

Measure: Economic benefit to a community and number of projects brought to completion.

Baseline: New Program; future funding unknown at this time.

Action 3.3.1: Continue to award Pilot funds and develop a system to evaluate the success of a project after completion.

Goal 2: Provide Additional Revenue for Reclamation

Provide additional revenue to reclaim coal mine permits in the event of bond forfeiture. In addition, the fund will continue to subsidize bonds for permits belonging to members of the former Kentucky Bond Pool, all while maintaining the solvency of the Kentucky Reclamation Guaranty Fund (KRGF).

Objective 1: Replace the current invoicing process with one that is easier for companies to understand and pay outstanding tonnage and dormant/non-production fees, while maintaining the solvency of the KRGF.

Tactic 1.1: Move invoicing from the existing Surface Mining Information System (SMIS) database to a new platform/application.

Measure: New invoicing package on January 1, 2017.

Baseline: No baseline because KRGF is currently using SMIS.

Action 1.1.1: Implement the software option developed by the contractor.

Tactic 1.2: Replace current KRGF forms with a single form that serves as both the KRGF forms and invoice to decrease employee working time and increase accuracy.

Measure: Processing time for KRGF employees and accuracy of payment reporting.

Baseline: Current (2016-2017) time to process and deposit a payment.

Action 1.2.1: Utilize a new custom invoice that will serve as both the KRGF forms and invoice.

Action 1.2.2: Track processing time using the single form.

Tactic 1.3: Increase timeliness of payments and late fees by reducing the paperwork required of coal companies to submit payments.

Measure: The date of submission and number of companies incurring late fees.

Baseline: The number of payments received late during 2016-2017.

Action 1.3.1: Track the date of submission and amount of permits incurring late fees to see if there is a reduction.

Objective 2: Continue to provide subsidies to the members of the former Kentucky Bond Pool, while reducing the liability to KRGF.

Tactic 2.1: Work with Division of Mine Permits (DMP) and Division of Mine Reclamation and Enforcement (DMRE) to monitor and encourage bond release of eligible former pond pool member permits and reduce aggregate bond outstanding of Kentucky Bond Pool members.

Measure: Amount of aggregate bond outstanding of former Kentucky Bond Pool members.

Baseline: Amount of Aggregate bond outstanding of former Kentucky Bond Pool members in 2016-2017.

Action 2.1.1: Monitor the number and aggregate amount of bond belonging to former members of the former Kentucky Bond Pool.

Objective 3: Work with DMP and DMRE to reduce KRGF liability.

Tactic 3.1: Aid DMP and DMRE in pursuing bond release for eligible permits.

Measure: Number of all bond releases applied for and granted.

Baseline: Current number of bond releases in 2016-2017.

Action 3.1.1: Work with coal companies to expedite all bond release applications.

Tactic 3.2: Reduce aggregate outstanding liability for all member companies of the KRGF.

Measure: Aggregate liability of all coal companies in the state.

Baseline: Current aggregate liability is based on assumptions taken from the current actuarial study.

Action 3.2.1: Monitor aggregate liability on a quarterly basis as bond is released.

Objective 4: Monitor the function and actuarial soundness of the fund through annual audits and bi-annual actuarial studies.

Tactic 4.1: Work with the Auditor of Public Accounts to ensure that KRGF are following the statutes and regulations and seek advice on ways to improve.

Measure: Institute Improvements based on auditor recommendations.

Baseline: Maintain current operational processes.

Action 4.1.1: Complete annual audit at the close of each fiscal year and implement recommendations of the auditors.

Tactic 4.2: Procure actuarial services through approved processes to ensure that actuarial soundness of the KRGF is maintained over the long term.

Measure: Actuarial studies completed for each fiscal year.

Baseline: First actuarial study complete.

Action 4.2.1: Complete actuarial studies for fiscal years 2016 - 2017 and continue bi-annually to complete actuarial studies.

Objective 5: Work with AML to ensure that forfeited mine sites have sufficient funds to complete reclamation when surety bonds aren't adequate by transferring money on an invoice basis as expenses are incurred.

Tactic 5.1: Monitor AML estimates and their relationship to actual reclamation expenditures in order to formulate estimates of liabilities of the KRGF.

Measure: Difference in estimates and actual costs of AML reclamation projects.

Baseline: Currently estimates/actual costs ration in 2016-2017.

Action 5.1.1: Monitor percent difference between estimates and actual costs to better estimate liability of forfeited permits.

Action 5.1.2: Coordinate with DMP any results of inadequate bond amounts and discuss any changes needed to permit bond calculations.

Tactic 5.2: Monitor funds transferred to AML for forfeited permits.

Measure: Annual amount of funds paid to AML for reclamation projects.

Baseline: Funds paid to AML in excess of bond in 2016.

Action 5.2.1: Monitor AML payouts to assess the sustainability of the KRGF over the long-term.

Goal 3: Regulate and Enforce Surface Mining Laws

Ensure compliance with the 1977 Federal Surface Mining and Control Act (SMCRA) through inspection and enforcement activities, while allowing for the extraction of our natural resources in an environmentally conscientious manner that protects the citizens of the Commonwealth. The division is also responsible for regulating and enforcing the surface mining laws for non-coal mining sites, including limestone, sand, gravel, shale and the surface effects of dredging river sand and gravel.

Objective 1: Ensure that the requirements of the Surface Mining Control and Reclamation Act of 1977 (SMCRA) and the Clean Water Act (CWA), as it applies to mining operations, are met for all Kentucky mining operations.

Tactic 1.1: Comply with regulatory requirements for inspection frequency of coal mine permits, while also remaining responsive to Citizen's Request for Inspection. The goal is to file an initial response to citizens' requests within 5 working days.

Measure: Percent of inspectable units are inspected in accordance with federal and state frequency requirements; percent of timely responses to citizens' requests within state guidelines, while keeping a backlog of unresolved citizens' request to a minimum.

Baseline: DMRE will review the 2017 Annual Report to OSM in order to identify where inspection frequency needs improvement (i.e. by regional office and/or inspector). Compare number of Citizen's Request for Inspections in 2016 vs. 2017 and the response timeframes.

Action 1.1.1: Address through training and the employee evaluation system all missed inspections.

Action 1.1.2: Utilize automated monthly SMIS reports to check regional office inspection frequency.

Action 1.1.3: Implement new protocol and internal policies to address the timeframes in which the complaints will be handled.

Tactic 1.2: Maintain sufficient inspector positions to ensure completion of Tactic 1.1, with a goal of maintaining an acceptable number of inspectable units per inspector.

The goal is 25 inspectable units/inspector and an average, not to exceed, of 4,500 disturbed acres.

Measure: In addition to an acceptable number of inspectable units per inspector, maintain an acceptable ratio of disturbed acreage to inspectable unit workload.

Baseline: Current inspector workload for 2016-2017.

Action 1.2.1: Compile a complete workload of each inspector (inspectable units and disturbed acreage).

Action 1.2.2: Based upon the above analysis, DMRE will redistribute workloads to ensure inspectable unit ratios and disturbed acreage is within the limits set in the Measure.

Tactic 1.3: Continue monitoring of Long Term Treatment (LTT) Procedures.

Measure: Percent of permits added to the LTT inventory; percent of permits removed from the LTT inventory.

Baseline: Review past monitoring reports and identify current and ongoing LTT sites.

Action 1.3.1: Continue the existing tracking protocol for LTT sites with DMRE and DMP.

Action 1.3.2: Schedule quarterly meetings with staff to provide status updates and address any issues.

Action 1.3.3: As site conditions change, inspection staff must update the LTT Coordinator by completing the Notification of LTT Update form with relevant information.

Tactic 1.4: Improve communications between DMRE and DOW regarding water quality issues for both coal and non-coal mining operations.

Measure: Attend all quarterly meetings of the Coal Water Quality Task Force.

Baseline: Review 2016 meeting frequency and attendance.

Action 1.4.1: Identify Division personnel that will attend all quarterly meetings.

Action 1.4.2: Identify specific personnel for sub division programs (e.g., 401 certification, KPDES, special use waters) to coordinate with appropriate DOW personnel.

Tactic 1.5: Track and monitor outstanding reclamation liability through the use of on the ground and aerial drone monitoring.

Measure: Amount of highwall reduced.

Baseline: Current amount of open highwall in Kentucky.

Action 1.5.1: Participate in the Commissioner's Outstanding Reclamation Liability Taskforce.

Objective 2: Efficient management of human and budgetary resources that will meet the current and projected needs of the industry and public.

Tactic 2.1: Consolidate field office locations and personnel to allow for better management of human and budgetary resources consistent with a declining coal industry.

Measure: Continue to reduce the four (4) existing regional offices to three (3) more centralized locations throughout the coalfields and determine the cost of 3 offices.

Baseline: Assess current Field Office locations and personnel, mileage and other costs associated with 4 offices.

Action 2.1.1: Consolidate Field Office locations and personnel.

Action 2.1.2: Track costs and mileage of personnel and associated mileage associated with the 3 offices.

Objective 3: Develop and implement consistent training programs for DMRE employees that will meet the current and projected needs of the industry and public while staying within budgetary limits.

Tactic 3.1: Conduct regular training sessions for DMRE inspectors, engineers, and administrative personnel to ensure timeliness and uniformity in job tasks. DMRE staff should openly discuss and determine job tasks to improve efficiency.

Measure: Increase and improve training session frequency and quality as compared to 2016.

Baseline: Determine the number of training sessions in 2016 and the topics covered.

Action 3.1.1: Develop a routine schedule of training and implement.

Action 3.1.2: Review the routine schedule of trainings and implementation to identify what strategies worked and what did not.

Tactic 3.2: Implement a monthly technical training program for each regional office and the Frankfort office to improve consistency in job performance.

Measure: Performance will be measured by the number of training sessions/meetings attended by DMRE staff.

Baseline: Determine the number of training sessions held at the regional offices and Frankfort office in 2016 and the topics covered.

Action 3.2.1: Develop a routine schedule of training and implement.

Action 3.2.2: Sign-in sheets will be required at all in-house training sessions to measure attendance.

Action 3.2.3: A written meeting agenda will be distributed to staff before each scheduled meeting.

Tactic 3.3: Implement a cross-training program so that all members of the division have basic knowledge of the various job duties and workflow tasks held by each category of employee (i.e. inspector, administrative personnel, section

supervisor, geologist, blasting, etc.). Focused trainings will be conducted so that selected staff may function in a variety of roles, ensuring that key functions will be maintained at all times. This will ensure coverage upon a specific employee's absence and transparency in job duties.

Measure: Performance will be measured by the number of cross-training sessions held and attended by DMRE staff.

Baseline: The 2016 workflow.

Action 3.3.1: Continue the cross-training program and ensure workflow efficiency has improved.

Tactic 3.4: Create and implement uniform training literature and modules to utilize in refresher courses and for new DMRE hires. The uniform training literature should consist of an updated copy of KRS 350, 405 KAR, all directives, RAMS, and memos to date. In addition, DMRE should update training modules to adhere to statutory or regulatory changes and inform personnel of such changes.

Measure: Number of new employees hired and provided the new uniform and training modules.

Baseline: Assess current information available and provided to new hires.

Action 3.4.1: Create a training team that will develop training packets for new hires.

Action 3.4.2: Distribute information to new hires and existing employees.

Action 3.4.3: Create a checklist to be signed by the Branch Manager, supervisor, and new DMRE employee that will entail all of the literature and training modules provided to the employee.

Objective 4: Improve communication throughout the Division.

Tactic 4.1: Implement monthly meetings in each regional office and the Frankfort office for all staff. Meetings may address any staff changes, bring employees up-to-date on policy changes, address personnel issues/concerns, etc.

Measure: Number of meetings held and the number of attendees at each meeting

Baseline: The number of meetings held and the number of attendees for 2017-2018.

Action 4.1.1: A sign-in sheet will be utilized to measure attendance.

Action 4.1.2: Ensure that meeting notes are taken and distributed to employees for reference and posted on the intranet.

Tactic 4.2: Implement weekly status meetings for Branches and/or Sections. This will aid in monitoring workflow, workloads, and addressing any potential issues/concerns.

Measure: Performance will be measured by meeting attendance.

Baseline: This is a new initiative baseline has not been established.

Action 4.2.1: Implement a sign-in sheet and utilize this to measure attendance. Ensure that meeting notes are taken and distributed to employees for reference.

Goal 4: Protect human health and environment.

The goal of the Division of Mine Permits (DMP) is to protect human health and the environment from adverse effects of coal mining and reclamation operations. This is accomplished by evaluating mining and reclamation plans and issuing permits to ensure that coal mining operations meet the performance standards established under the federal Surface Mining Control and Reclamation Act (SMCRA) of 1977.

Objective 1: Perform comprehensive review of coal mine permit applications to ensure compliance with SMCRA, and perform such reviews in an expeditious manner.

Tactic 1.1: Complete a thorough review of surface mine permit applications within regulatory timeframes. This includes performance monitoring, tracking or workload distribution, and review of comment letter sent to industry to assess clarity and regulatory accuracy.

Measure: Percent of mine permitting decisions (issued/denied) made within regulatory timeframes.

Baseline: Number of permit applications submitted.

Action 1.1.1: Track permits through SMIS to gauge regulatory timeframes.

Action 1.1.2: Track workload distribution.

Action 1.2.3: Track number and type of deficiency letters between DMP and the coal applicant.

Tactic 1.2: Conduct regular training sessions for DMP technical reviewers and engineers to ensure timeliness and uniformity in review. Due to lower staff levels, a program of cross training is to be implemented allowing certain staff to function in a variety of roles to ensure that key functions will be maintained at all times. Training topics contemplated under this objective include, but are not limited to: Right-of-entry/co-tenancy; Water quality; Impoundments; and Coarse refuse/fine coal recovery.

Measure: Number of training sessions conducted by DMP and attended by DMP personnel.

Baseline: Number of training sessions in 2016-2017

Action 1.2.1: Identify relevant topics for training.

Action 1.2.2: Develop training workbooks.

Action 1.2.3: Schedule training on a monthly basis.

Objective 2: Reduce reclamation bond liabilities within the Commonwealth of Kentucky.

Tactic 2.1: Work with the Kentucky Reclamation Guaranty Fund to ensure permit applicants are in good standing with the KRGF and, when necessary, deny or suspend applications and permits when KRGF fees are delinquent. DMP, DMRE and KRGF will meet quarterly with the DNR Commissioner to review those entities and permits with delinquent KRGF fees to determine if permit suspension is necessary and appropriate.

Measure: Number of permits suspended and suspensions lifted for non-payment of KRGF fees.

Baseline: Number of permits suspended and suspensions lifted for non-payment of KRGF fees in 2016.

Action 2.1.1: Check with KRGF to ensure that entities are of and in good standing with the KRGF prior to issuance of a permit.

Action 2.1.2: Place notifications on the TAC notice that KRGF payments will be required prior to issuance.

Action 2.1.3: Suspend permits for non-payment of KRGF fees and lift suspensions when those fees are paid.

Tactic 2.2: Reduce reclamation liabilities related to Contemporaneous Reclamation Variances.

Measure: Reduction in feet of highwall permitted and reduction in Supplemental Assurance Bonds.

Baseline: Number of reductions in 2016-2017

Action 2.2.1: Review permits at mid-term with a focus on modifying existing Contemporaneous Reclamation Variances (CRVs) in an effort to reduce the total amount of permitted highwall and reclamation bond liability.

Objective 3: Improve the efficiency and effectiveness of DMP program implementation through enhanced communication between DMP, DMRE, DOW, OSMRE and other state and federal agencies.

Tactic 3.1: Continue to meet with state and federal agencies on a frequent basis to identify current and potential issues, so as to increase both efficiency and consistency in processing coal mining permit applications.

Measure: Reduction in the number of programmatic deficiencies identified during the permit review process which relate to other agency requirements.

Baseline: Existing programmatic deficiencies in FY2016

Action 3.1.1: Meet with OSMRE on a quarterly basis to discuss oversight activities and other program-related issues.

Action 3.1.2: Meet quarterly with the Coal Water Quality Task Force, a joint endeavor with the Department for Environmental Protection to exchange information and resolve water quality concerns.

Action 3.1.3: Continue on the development and implementation of computer system upgrades to improve the efficiency of transferring KPDES permitting and water monitoring data to online sites.

Goal 5: Protect and enhance the forest resources of the Commonwealth

Enhance Kentucky's rural and urban forests to provide economic and social benefits through proper management and reforestation while protecting the resource from threats such as wildfire, insects and diseases, and lack of management. Ensure Kentucky's forests continue to provide resources for wood-based industries in a sustainable manner. Educate and engage the public on the environmental, social and economic values of Kentucky's forest resources, and impress upon them the importance of effective stewardship and sustainable utilization of these resources.

Objective 1: Increase the opportunities for public education.

Tactic 1.1: Partner with agencies and organizations to provide landowner workshops, field days, tree planting events, demonstration sites and exhibits.

Measure: Number of workshops and number of attendees.

Baseline: Number of programs and number of attendees in 2016-2017.

Action 1.1.1: Work with UK Department of Forestry to plan and conduct workshops for forest landowners and the public.

Action 1.1.2: Partner with other Natural Resource Agencies to provide educational opportunities for forest landowners and the public.

Tactic 1.2: Facilitate forestry education in schools (K-12) by providing speakers, materials and leaders for forestry programs.

Measure: Number of programs and number of attendees.

Baseline: Number of programs and number of attendees in 2016-2017.

Action 1.2.1: Provide forestry personnel to serve as team mentors at the Kentucky Forest Leadership Program.

Action 1.2.2: Conduct forestry portion of annual Envirothon competition.

Action 1.2.3: Provide forestry educational programs for schools.

Tactic 1.3: Conduct one-on-one technical assistance for landowners seeking advice on forest/tree related matters from farm management plans, forest improvement practices, forest health, urban forests, to individual tree care.

Measure: Number of assists with landowners.

Baseline: Number of assists with landowners in 2016.

Action 1.3.1: Work with partners of the Forest Health Task Force to prioritize response to threats from insects and diseases.

Action 1.3.2: Meet with community leaders to promote urban planning for forest related green space.

Tactic 1.4: Use social media to convey a forestry message.

Measure: Increase in number of people reached annually.

Baseline: New initiative; baseline has not been established.

Action 1.4.1: Provide current and timely information via social media.

Action 1.4.2: Develop articles for Land Air and Water Webzine.

Action 1.4.3: The division participates as a co-author *Woodlands* magazine with University of Kentucky (UK) and with UK's Forestry Webinar Series.

Tactic 1.5: Conduct Kentucky Master Logger and continuing education programs for loggers and inspectors.

Measure: Measure of programs and number of trainees.

Baseline: Number of programs and number of trainees in 2016-2017.

Action 1.5.1: Maintain partnership with University of Kentucky and Kentucky Forest Industries Association to plan and conduct required Kentucky Master Logger training.

Action 1.5.2: Conduct both 3-day and continuing education classes regionally across the state.

Action 1.5.3: Conduct annual training for division personnel responsible for timber harvest inspections.

Tactic 1.6: Communicate the effects of wildfire on the landscape through Firewise, Smokey Bear and wildfire prevention programs.

Measure: Number of programs and number of people reached

Baseline: Number of programs and number of people reached in 2016-2017.

Action 1.6.1: Focus Firewise activities in highest fire occurrence areas.

Action 1.6.2: Promote the study from University of Kentucky indicating a loss of \$404 per acre in timber value as a result of a wildfire.

Tactic 1.7: Work with forest industries to ensure the forest resources are utilized in an efficient and environmentally sound manner.

Measure: Growth to removal ratio.

Baseline: Compare growth and removal ratio from last year.

Action 1.7.1: Gather Timber Product Output information from wood-using industries to measure impact on the forest resource.

Action 1.7.2: Maintain primary and secondary forest industries directory information for marketing opportunities.

Action 1.7.3: Work with the state-wide Wood Energy Team for emerging market opportunities for woody biomass utilization within energy sector.

Objective 2: Work with traditional and non-traditional partners to convey the importance of Kentucky's forest resources.

Tactic 2.1: Utilize partner networks such as distillers, economic development, urban planners, Chambers of Commerce, Area Development Districts, environmental organizations and others to support the sustainability of the forest resources.

Measure: Number of partners reached.

Baseline: Average number of meetings attended in 2016-2017.

Action 2.1.1: Develop information promoting the planting and management of white oak species used by cooperage firms to produce barrels.

Objective 3: Continue to promote Forest Stewardship.

Tactic 3.1: Increase landowner participation in forest management programs.

Measure: Increase in the number of acres actively managed in the Forest Stewardship Program.

Baseline: Acres of forestland under active management plans in 2016-2017.

Action 3.1.1: Prepare a plan to reduce backlog of requests for technical assistance from forest landowners.

Action 3.1.2: Increase division capacity for preparing forest management plans through partnership with other agencies.

Tactic 3.2: Work with the Natural Resource Conservation Service's (NRCS) State Technical Committee to promote more cost-share funding dedicated to forestry practices.

Measure: Amount of cost-share fund expended on forestry practices.

Baseline: Amount of cost-share fund expended in 2016-2017.

Action 3.2.1: Track cost-share funds and forestry practice type.

Tactic 3.3: Provide for the reforestation of nonproductive, marginal, riparian and mined lands.

Measure: Number of tree seedlings produced and distributed annually.

Baseline: Number of tree seedlings produced and distributed in 2016-2017.

Action 3.3.1: Increase production of tree seedlings at the division's two nurseries.

Action 3.3.2: Promote the planting of tree seedlings through Arbor Day events, urban programs, mine reclamation, and the public.

Objective 4: Address threats to Kentucky’s forestlands from diseases and non-native invasive plants and insects. The impacts of these pests along with fragmentation, air pollution, wildfires, increased accessibility, lack of management and improper logging practices continue to compromise forest productivity and quality in Kentucky.

Tactic 4.1: Develop and provide education materials on Integrated Pest Management for the public, policy makers, natural resource managers, and educators.

Measure: Number of public outreach opportunities.

Baseline: Number of training opportunities 2016.

Action 4.1.1: Promote the Integrated Pest Management through prevention, early detection and control.

Action 4.1.2: Support information and education efforts regarding invasive plants, insects, and diseases through the Kentucky Forest Health Center.

Tactic 4.2: Monitor for and respond to invasive plants, insects, and diseases outbreaks.

Measure: Number of threats addressed.

Baseline: Number of surveys completed for new threats.

Action 4.2.1: Participate in forest pest and disease monitoring traditionally supported by the U. S. Forest Service and APHIS.

Action 4.2.2: Develop an effective means of delivering information to the public regarding invasive species movement.

Tactic 4.3: Use field crews to prioritize and manage infestations of Hemlock Woolly Adelgid and invasive plants on public property.

Measure: Number of hemlock trees treated. Number of acres managed for invasive plants.

Baseline: Hemlock trees treated in 2016.

Baseline: Invasive – new initiative no baseline

Objective 5: Work with municipalities to strengthen their urban forestry programs, including providing technical support to staff, volunteers, and provide information on available resources such as funding opportunities. Work with communities to promote tree plantings that better mimic natural regeneration.

Tactic 5.1: Increase the number of Tree City USA, Tree Campus and Tree Line USA designations.

Measure: The number of Tree City USA, Tree Campus USA and Tree Line USA designations.

Baseline: Number of designations in 2017.

Action 5.1.1: Ensure that potential communities, colleges, universities and utility companies have information and support to apply for these programs.

Action 5.1.2: Fill Partnership Coordinator position to work with cities, colleges, universities and utility companies.

Tactic 5.2: Provide technical assistance to communities in utilizing tools to assess, plan and manage urban trees and green space.

Measure: Number of communities assisted.

Baseline: Number of communities assisted in 2017.

Action 5.2.1: Promote the management of community urban forest resources to community leaders.

Action 5.2.2: Train field personnel to be confident in providing urban forestry information to local communities within their assigned work areas.

Objective 6: Reduce the number of wildfires and acres burned.

Tactic 6.1: Provide the resources and training necessary to aggressively respond to wildfires while providing for firefighter safety.

Measure: Number of firefighters equipped and trained.

Baseline: Number of firefighters equipped and trained in 2016.

Action 6.1.1: Implement new process of identifying and hiring personnel to supplement full-time workforce.

Action 6.1.2: Provide required training to all personnel prior to allowing them to respond to any wildfire.

Action 6.1.3: Monitor firefighter work periods to ensure adequate rest is incorporated in their schedule.

Action 6.1.4: Provide opportunities for trained firefighters to participate in out-of-state fire assignments to gain additional training and experience.

Tactic 6.2: Establish and implement a replacement schedule for firefighting equipment to ensure dependable equipment and the latest technology.

Measure: Number of items exceeding the replacement schedule.

Baseline: No replacement schedule presently; baseline not established.

Action 6.2.1: Identify a replacement schedule for each type of equipment utilized in suppressing wildfires.

Action 6.2.2: Identify the amount of items not meeting the established replacement schedule.

Action 6.2.3: Identify any funds that may be available to replace equipment. Seek additional funds as necessary to support a replacement schedule.

Tactic 6.3: Establish partnerships with law enforcement agencies to address wildland arson in high wildfire occurrence areas.

Measure: Percentage of wildland fires caused by arsonists.

Baseline: 2016 arson percentage.

Action 6.3.1: Continue with an MOA with the Department of Fish and Wildlife for conservation officer assistance on arson investigations.

Tactic 6.4: Increase the capacity of the division to have trained firefighters available for response to wildfires.

Measure: Number of trained firefighters outside of the division (other DNR personnel).

Baseline: New initiative – no baseline data

Action 6.4.1: Provide required training to other DNR personnel who are capable of assisting the division prior to allowing them to respond to any wildfire.

Action 6.4.2: Provide opportunities for trained firefighters to participate in out-of-state fire assignments to gain additional training and experience.

Action 6.4.3: Provide opportunities for other DNR personnel to attend the TN/KY wildland fire academy.

Tactic 6.5: Partner with other agencies to increase statewide wildfire fighting capacity.

Measure: Number of additional resources.

Baseline: New initiative; baseline has not been established.

Action 6.5.1: Engage KY Fire Commission to provide training for KDF; provide certified auxiliary wildland firefighters and structure protection resources.

Action 6.5.2: Engage the KY Department of Corrections for the use of multiple inmate crews to be used during wildland firefighting.

Action 6.5.3: Engage the Kentucky Department of Fish & Wildlife Resources (KDFWR) in providing additional wildland firefighting resources.

Objective 7: Provide regulatory oversight to ensure that commercial timber harvesting operations employ measures to protect water quality.

Tactic 7.1: Inspect commercial timber harvesting sites while enforcing all pertinent Kentucky statutes and regulations.

Measure: Number of inspections annually.

Baseline: Three year average of inspections.

Tactic 7.2: Ensure that loggers and operators use appropriate BMPs to protect water quality and have a certified Kentucky Master Logger on site and in charge

Measure: Number of enforcement actions issued.

Baseline: Number of enforcement actions issued in 2015-2017.

Action 7.2.1: Conduct periodic audits of harvest inspections to monitor compliance.

Tactic 7.3: Promote the reduction of non-compliant logging practices by working with designated Bad Actors as they conduct logging operations to ensure appropriate BMP implementation.

Measure: Number of Bad Actors designations removed.

Baseline: Number of Bad Actors designations removed in 2015-2017.

Action 7.3.1: Inform Bad Actors of the conditions under which they can have their Bad Actor designation removed

Tactic 7.4: Keep Bad Actors that have been designated three or more times and have non-mitigated sites and/or unpaid assessed penalties from logging in the Commonwealth.

Measure: Number of emergency orders issued to three or more time Bad Actors.

Baseline: New requirement; no baseline available.

Action 7.4.1: Provide a list of all loggers which have been designated three or more times and have not mitigated their site and/or have unpaid penalty assessments to division inspectors.

Goal 6: Conserve and protect oil and natural gas reserves through responsible development
Regulate the crude oil and natural gas industry in the Commonwealth; protect the correlative rights of mineral owners, fresh water zones and minable coal seams; and conserve and protect oil and gas reserves in Kentucky.

Objective 1:

Evaluate the current Division of Oil and Gas (DOG) regulatory program to ensure it is adequate to prevent waste, is protective of the mineral owners and adjacent property owners, and is stringent enough to protect the environment, while encouraging responsible development and compliant production of crude oil and natural gas resources.

Tactic 1.1: Continue to work with the Oil and Gas Workgroup to make legislative recommendations for enhanced funding mechanisms to address division revenue deficiencies that would prevent achieving these Division mandates.

Measure: Successful passage of legislative bills or regulatory filings.

Baseline: Current level of Division fund sources that include permit fees, annual licenses, transfer fees, and associated submittal charges.

Action 1.1.1: Participate in the Oil and Gas Workgroup in the establishment of statutes and regulations that will provide alternate funding means to finance division operations and administration.

Action 1.1.2: Collaborate with the workgroup to evaluate a modified enforcement program and introduce fines/penalties.

Action 1.1.3: Implement and enforce new statutes and regulations in regards to revenue sources and possible fines/penalties.

Action 1.1.4: Implement changes related to Naturally Occurring Radioactive Materials (NORM) and Technically Enhanced Naturally Occurring Radioactive Materials (TENORM) as a result of the Oil and Gas Workgroup discussions.

Tactic 1.2: Increase field inspections and complaint response inspections per inspector unit as division resources and current permit workloads allow.

Measure: Total field inspections and responses per inspector unit.

Baseline: Comparable metrics from 2016-2017, adjusted for staffing vacancies.

Action 1.2.1: Post job positions, conduct interviews and hire appropriate candidates.

Action 1.2.2: Train new staff members on job duties.

Tactic 1.3: Provide enhanced training of field inspectors and administrative staff to broaden industry/regulatory compliance knowledge and improve their skills and resources to accomplish the key mandates assigned by the legislature.

Measure: Division training hours committed to training and skill enhancement.

Baseline: Training hours invested from 2016-2017, adjusted for staffing vacancies.

Action 1.3.1: Establish a tracking and reporting mechanism for training hours.

Action 1.3.2: Identify opportunities to increase effectiveness through specialized training opportunities.

Action 1.3.3: Assess resource needs for inspectors, respond with written recommendations to the Commissioner.

Objective 2: Continue integration and implementation of new primacy responsibilities from US EPA for Underground Injection Control (UIC)-Class II injection wells in the Commonwealth. Class II injection wells are primarily installed for enhanced oil recovery and for the disposal of brine water.

Tactic 2.1: Continue to work with United States Environmental Protection Agency (EPA) representatives to complete UIC Program primacy transition requirements and implementation.

Measure: Number of UIC permits entered into DOG database, EPA pre-primacy enforcement actions closed out, operator transfers completed.

Baseline: Primacy anniversary levels of above UIC actions pending.

Action 2.1.1: Communicate closely with EPA to provide necessary documentation of Financial Responsibility to facilitate complete transference of those permits to Division oversight.

Action 2.1.2: Provide EPA with assistance to close out their pre-primacy enforcement actions and a backlog of operator transfer requests that have added to process delays.

Tactic 2.2: Monitoring budgetary resources, increase staffing levels to provide regulatory enforcement and oversight of Class II-UIC program and to meet current permit review and inspection requirements.

Measure: Number of permits issued, MIT's performed (mechanical Integrity tests), and UIC inspections completed.

Baseline: The current staffing levels for the Division of Oil and Gas.

Action 2.2.1: Determine and establish needed staff positions.

Action 2.2.2: Post job positions, conduct interviews and hire appropriate candidates.

Action 2.2.3: Train new staff members on job duties.

Objective 3: Develop, implement and install an on-line data management system for electronic permitting and reporting to reduce staff handling time and accessibility to permitting and reporting information.

Tactic 3.1: With the assistance of the Ground Water Protection Council's Risk Based Data Management System workgroup, the division will develop and test programs to provide the well operators the ability to apply for permits, file well records and report required production totals electronically. The Ground Water Protection Council can opt to provide all or partial funding to develop and implement this program.

Measure: Percent reduction in staff handling time and increased accessibility to permitting and reporting information. Percentage of electronic filings.

Baseline: Staff handling time using existing non-electronic procedures.

Action 3.1.1: Work with the Ground Water Protection Council personnel and consultants to design an on-line permitting and reporting system.

Action 3.1.2: Conduct testing of system once developed.

Action 3.1.3: Develop and implement education strategy to inform and instruct operators on the electronic permitting process and the electronic submission of records.

Action 3.1.4: Activate electronic permitting and reporting programs.

Action 3.1.5: Track staff handling time to define efficiency of electronic processing.

Objective 4: Establish a funding mechanism to address Oil and Gas unfunded legacy costs for abandoned wells and abandoned tank batteries across the Commonwealth.

Tactic 4.1: Initiate discussions and provide information to the Oil and Gas Workgroup to find funding solutions to address the growing problem of abandoned or "orphan" wells in Kentucky.

Measure: Successful passage of legislative bills or regulatory filings and implementation of program to fund plugging of orphan wells.

Baseline: 2016-17 funding levels within the Oil and Gas Forfeiture Fund, and 13,000 orphan wells unplugged.

Action 4.1.1: Participate in the Oil and Gas Workgroup in the establishment of a funding mechanism to implement a progressive program of abandoned well plugging to reduce the quantity and financial liability of orphan wells.

Action 4.1.2: Assess staffing and resource requirements to implement the program, take steps to provide the items and staff expansions required.

Tactic 4:2: Provide report and recommendations to the Oil and Gas Workgroup to address the growing problem of bond forfeitures caused by inadequate levels of bond required for new oil and gas wells in Kentucky.

Measure: Successful passage of legislative bills or regulatory filings and implementation of program.

Baseline: 2016-17 level of statutory bond requirements to permit new shallow wells in Kentucky.

Action 4.1.1: Participate in the Oil and Gas Workgroup in the establishment of a fair and sustainable level for bond requirements that will properly cover true plugging costs for each individual well.

Action 4.1.2: Implement the new bonding requirements once approved.

Tactic 4:3: Continue to work with the Oil and Gas Workgroup to make recommendations toward a funding source for the Abandoned Storage Tank Reclamation Program.

Measure: Successful passage of legislative bills or regulatory filings and implementation of program.

Baseline: No baseline. The Abandoned Storage Tank Reclamation Program is a new initiative.

Action 4.1.1: Participate in the Oil and Gas Workgroup in the establishment of a funding mechanism for the removal and reclamation of abandoned tanks.

Action 4.1.2: Determine and establish needed staff positions to perform required duties.

Action 4.1.3: Post job positions, conduct interviews and hire appropriate candidates.

Action 4.1.4: Train new staff members on job duties.

Action 4.1.5: Develop tracking mechanism in division's database for abandoned tanks.

Action 4.1.6: Implement and enforce new statutes and regulations in regards to abandoned tanks.

Goal 7: Provide sound soil and water conservation programs to the Commonwealth.

Assist Kentucky's 121 local conservation districts in the development and implementation of sound soil and water conservation programs to manage, enhance and promote the wise use of the Commonwealth's natural resources.

Objective 1: Enhance the assistance to the conservation districts accomplished by the field representatives.

Tactic 1.1: Ensure conservation districts are serviced by Division of Conservation (DOC) employees, including training, attending meetings and reviewing financial situations.

Measure: The number of field representatives and interactions with conservation districts.

Baseline: Current staffing levels.

Action 1.1.1: Hire a new field representative using existing funds from other conservation programs

Action 1.1.2: Track the number and type of field representative interactions with each conservation district.

Objective 2: Find new avenues of providing technical assistance by the Division of Conservation in concert with the Natural Resources Conservation Service (NRCS).

Tactic 2.1: The DOC will work with Department for Natural Resources as well as NRCS personnel to provide this technical service to the conservation districts to ensure that conservation district programs are completed according to standards and specifications.

Measure: Number of NRCS employees and DOC representatives providing technical assistance.

Baseline: Current staffing levels.

Action 2.1.1: Schedule regular interagency meetings of NRCS and DOC

Action 2.1.2: Track the number and type of interagency issues and projects

Goal 8: Administer conservation programs.

Responsibly administer the conservation programs of the division to ensure, through conservation districts, the availability of technical and financial assistance to the landowners of Kentucky.

Objective 1: The Division of Conservation will continue to effectively administer the Soil Erosion and Water Quality Cost Share program to meet state regulations.

Tactic 1.1: Use the current year's allocation to help landowners implement their required agriculture water quality plans.

Measure: Number of applications and approvals.

Baseline: Number of applications and approvals in 2016-2017.

Action 1.1.1: The program will continue to be updated to assure that the practices offered are the best for the landowners of Kentucky and to assure that the ranking of applications is transparent.

Action 1.1.2: The DOC and NRCS will continue to work together to make sure that the state and federal cost share programs are building upon one another instead of competing with one another. This will be accomplished by offering different practices in the two programs and by offering practices that work in conjunction with one another.

Tactic 1.2: Expenditure of Soil Erosion and Water Quality Cost Share Funds.

Measure: Amount of funds disbursed.

Baseline: Amount of cost-share fund expended in 2016-2017.

Action 1.2.1: DOC will maintain a database of approved landowners, approved projects, approved funding, when a project was completed and how much was paid on a project.

Action 1.2.2: Once the two year project deadline is reached, determine the remaining funds.

Action 1.2.3: Take remaining fund and allocate to landowners in the next program sign-up.

Objective 2: The Equipment and Infrastructure Revolving Loan program that the Division of Conservation administers has been assisting conservation districts and contractors throughout the Commonwealth with low interest loans to purchase equipment and infrastructure (buildings and dams).

Tactic 2.1: Continue to effectively and responsibly administer the program.

Measure: Number of new loans per year.

Baseline: Current year numbers.

Action 2.1.1: The DOC will employ strategies to increase the number of loans each year, including providing talking points for community groups and information for advertising.

Action 2.1.2: Continue to promote the program through the various channels offered by the Conservation Partnership and commodity groups.

Objective 3: The Agricultural District program has been administered by the Division of Conservation since 1982. The goal of this program is protect agricultural land and to prevent its conversion to nonagricultural use.

Tactic 3.1: Continue to protect and increase agricultural land acreage through this program.

Measure: Number of new and amended agriculture districts each year.

Baseline: Number of agricultural districts in 2016-2017.

Action 3.1.1: Develop strategies to better administer and add new acreage each year.

Action 3.1.2: Digitize, in the form of shapefiles, new, updated, amended and re-certified districts to be accurate as possible.

Action 3.1.3: Continuing to promote the program through the various channels offered by the Conservation Partnership.

Objective 4: Continue providing resources to the teachers and students of Kentucky about natural resources.

Tactic 4.1: Conducting the Jim Claypool Art and Conservation Writing contests to teach the students of Kentucky about natural resources using a rotating list of topics of forestry, water, soil and wildlife.

Measure: Number of students participating in the program.

Baseline: Current year participation.

Action 4.1.1: Research strategies to increase student participation.

Action 4.1.2: Continued promotion across the Conservation Partnership, as well as through the Kentucky Farm Bureau Federation, which sponsors the program.

Action 4.1.3: Continued work with other agencies within the Energy and Environment Cabinet to provide the most accurate information possible to the teachers participating in the program.

Action 4.1.4: Continued promotion of the contests through available resources within state government (Kentucky Environmental Education Council; Land, Air and Water online document; etc.).

Tactic 4.2: The Envirothon program is a contest for high school students in which the students test their knowledge of aquatics, soils, forestry, wildlife, and a current topic that changes each year.

Measure: Number of students and teams participating.

Baseline: Current year numbers.

Action 4.2.1: Research strategies to increase student participation.

Action 4.2.2: Continued promotion across the Conservation Partnership, as well as continued promotion by the partner agencies.

Action 4.2.3: New funding sources will be explored, including the possibility of funding from within state government.

Action 4.2.4: Continue to work with partners across the Energy and Environment Cabinet to continue to challenge the students.

Objective 5: The Direct Aid program provides funds to the conservation districts for operating expenses. The funds are currently allocated based on the amount of funds the conservation districts have, the source of those funds, the number of employees the district has and a score from the Districts in Good Standing program.

Tactic 5.1: The DOC will continue to responsibly, effectively and transparently administer those funds.

Measure: Number of districts at the 100% level in the Districts in Good Standing program.

Baseline: Current year numbers.

Action 5.1.1: Field representatives will assist the districts to meet their statutory and policy requirements to achieve Good Standing status.

Objective 6: Ensure landowners are reducing Nitrogen and Phosphorus in the watershed.

Tactic 6.1: The Ohio River Basin Water Quality Trading Project is a program through the Electric Power Research Institute to reduce the Nitrogen and Phosphorus in the designated watershed by providing cost share assistance to landowners installing new conservation practices.

Measure: Number of practices installed.

Baseline: Practices installed in 2016-2017.

Action 6.1.1: New allocations will be effectively used by the installation of quality practices involving forestry.

Tactic 6.2: The Regional Conservation Partnership Program is a new program to the DOC. Partners from the agencies and commodity groups involved in the program are working with landowners to reduce Nitrogen, Phosphorus and sediment loads entering waterways from private lands.

Measure: Number of farm visits.

Baseline: Practices installed in 2016-2017.

Action 6.2.1: Assist landowners financially and technically to keep them in compliance.

Action 6.2.2: Track farm visits per year.

Goal 9: To protect the health and safety of the miner.

The mission of the Division of Mine Safety (DMS) is to protect the health and safety of the miner, while promoting the prosperity of the mining industry. We intend to meet these objectives by partnering with the industry through effective training, education and observing miners on the job for risk.

Objective 1: Seek to ensure a safe work environment.

Tactic 1.1: Charting of accident types to identify trends and decrease events.

Measure: Number of accidents and trend analysis.

Baseline: The corresponding measure for FY2017.

Action 1.1.1: Develop an improved system of tracking citations and analyzing data to identify developing trends.

Action 1.1.2: Analyze data collected in order to identify developing trends in order to narrow focus towards negative trends.

Action 1.1.3: Incorporate customized training and educational techniques to circumvent the negatively developing trend.

Tactic 1.2: Increase focus on behavior based safety.

Measure: Number of job safety analysis conducted; the number of job observations conducted; and number of safe/risk behaviors observed and feedback provided.

Baseline: The corresponding measure for FY2017

Action 1.2.1: Seek outside training to educate the division's mine safety specialist in behavior based safety.

Action 1.2.2: Perform a minimum of three (3) analysis audit per annum at each mining operation.

Action 1.2.3: Perform additional audits at mining operations with a higher than average incident rate.

Tactic 1.3: Train and educate mine personnel.

Measure: Number of miners trained, and courses offered in the current year.

Baseline: The corresponding measure for FY2017.

Action 1.3.1: Make training available for alternate work hours at the mine site and track participation rates.

Action 1.3.2: Revise training courses in order to stay current with advances in mining.

Tactic 1.4: Ensure that all mines within the state are afforded the required primary and secondary mine rescue teams, as required under current state and federal law.

Measure: Meet current state and federal requirements.

Baseline: The corresponding measure for FY2017.

Action 1.4.1: Frequently evaluate the number of Industry teams to maintain one hour coverage compliance.

Tactic 1.5: Comparatively gauge the current effectiveness of the division as compared to existing federal statistics utilizing the national incident rates (IR).

Measure: Gauge the state incident rate against the national average.

Baseline: The corresponding measure for FY2017.

Action 1.5.1: Track National incident rate.

Action 1.5.2: Track incident rate at state and branch levels.

Action 1.5.3: Identify those components that have increased or decreased the state incident rate.

Action 1.5.4: Design preventive measures, and implement with training, that will decrease the state incident rate.

Objective 2: Restructuring of branch offices

Tactic 2.1: Reduce or maintain the number of branch offices throughout the state.

Measure: Number of branch offices needed to comply with current mandated inspections and the number of mine rescue teams required to service the mining industry.

Baseline: Corresponding with level of offices in FY2017 relative to active mines.

Action 2.1.1: Quantify workloads (number of inspections) for each inspector.

Action 2.1.2: Identify the geographic areas where inspections occur.

Tactic 2.2: Frequently evaluate staffing levels, and compare to industry levels, to maintain balance.

Measure: Number of inspectors and active mines.

Baseline: Number of inspectors and active mines in 2017-2018.

Action 2.2.1: Staffing levels will be reduced, through attrition to the extent possible.

Objective 3: Departmental oversight of the Kentucky State Mine Mapping information System

Tactic 3.1: Train a DNR employee to head the Kentucky Mine Mapping Information System.

Measure: A trained DNR employee to head the mine mapping system.

Baseline: New initiative; no baseline established.

Action 3.1.1: Discontinue the contract with the University of Kentucky after the transfer of knowledge has taken place.

Objective 4: Create an electronic document submission and management system

Tactic 4.1: Meet with stakeholders and IT personnel to review, design or amend the current license form.

Measure: Number of mine license processed.

Baseline: The corresponding measure for FY2017.

Action 4.1.1: Create an electronic mine license application form.

Action 4.1.2: Conduct a pilot program to test the suitability of the new electronic form.

Action 4.1.3: Identify redundancy among mining agencies to create a standard mining map.

Action 4.1.4: Track number of applications submitted electronically and identify any deficiencies in the application.

Tactic 4.2: Implement an electronic submittal system.

Measure: Number of license applications submitted electronically.

Baseline: New initiative; no baseline established.

Action 4.2.1: Design a web-based portal for application submission.

Action 4.2.2: Establish a notification process to inform industry personnel of the availability of the system.

Objective 5: Extend coal related resources to the crushed stone (aggregate) industry

Tactic 5.1: Provide mine rescue and training resources to the aggregate industry.

Measure: Legislation and policies drafted related to the aggregate industry.

Baseline: This is a new initiative and no history is available.

Action 5.1.1: Meet with representatives of the mining enforcement, mine safety and aggregate industry to discuss commonalities of their programs and the potential to share resources.

Action 5.1.2: If appropriate and relevant, design training courses that can be utilized by two or more mining agencies.

Action 5.1.3: If appropriate and relevant, create mine safety and mine rescue policies among mining agencies.

KENTUCKY STATE NATURE PRESERVES COMMISSION

The mission of the Kentucky State Nature Preserve Commission (KSNP) is *to promote understanding and appreciation of the aesthetic, cultural, scientific and spiritual values of our unpolluted and unspoiled environment* by identifying, acquiring, and managing natural areas that represent the best known occurrences of rare native species, natural communities, and significant natural features in a statewide nature preserves system (KRS 146.410-535). To increase organizational efficiency, in 2017 the KSNP assumed administrative responsibility for two of the EEC's other habitat conservation programs: the Kentucky Wild Rivers Program (KWRP), whose mission is *to afford the citizens of the Commonwealth an opportunity to enjoy natural streams, to attract out-of-state visitors, to assure the well-being of our tourist industry, to preserve for future generations the beauty of certain areas untrammelled by man* (KRS 146.200-360), and the Kentucky Heritage Land Conservation Fund (KHLCF), whose mission is to benefit the citizens of Kentucky [through] *the acquisition and maintenance of certain lands for use as state parks, recreation areas, state forests, nature preserves, wildlife management areas, and wetlands* (KRS 146.550-570).

In addition to the natural areas programs the KSNP is the Commonwealth's central source for information about Kentucky's natural habitats and rare native species, acting as a clearinghouse for environmental reviews through its database. KSNP also has the only botanical conservation program in state government (KRS 146.600-.619), and it is the formally designated state cooperator of the U.S. Fish and Wildlife Service for the assessment, monitoring and recovery of federally listed plants in Kentucky under Section 6 of the Endangered Species Act. A list of the 388 state endangered and threatened plants is published in 400 KAR 3:040. There are currently eight federally listed plants in Kentucky.

Principles:

- **The KSNP will ensure safe public access on natural areas.** Safe public access on all hiking trails and parking areas will be the highest priority for KSNP natural areas, including nature preserves, wild rivers conservation areas, and heritage land conservation easements.
- **The KSNP will manage habitat on Kentucky's natural areas with future generations in mind.** Land management decisions will be based on the most current scientific data to ensure that Kentucky's most unique natural areas remain as living museums for future generations.
- **The KSNP will work collaboratively to conserve rare species and habitats, with the ultimate goal of removing species from federal listing.** As Kentucky's only rare plant program and designated cooperator under Section 6 of the Endangered Species Act, gathering information on rare plant species and managing them to secure or increase their populations in order to prevent or eliminate ESA restrictions will remain an agency priority. Similarly, the agency will work with mitigation programs to conserve

appropriate resources to enable development projects to proceed in an efficient manner.

- **The KSNP will remain the Commonwealth's primary clearinghouse for natural areas and rare species information.** Kentucky has 102 endemic species of plants and animals, meaning they are found nowhere else in the world. Kentucky ranks fourth nationally in aquatic species with approximately 100 different kinds of freshwater mussels and 245 native fishes, and nearly 60 species of crayfish recorded. KSNP will continue as Kentucky's constituent Natural Heritage Program within the international NatureServe network. Gathering the highest quality field data on Kentucky's native species and habitat and delivering that to the public and private sectors will be the highest priority for the Heritage Branch.
- **The KSNP will showcase the natural beauty of Kentucky.** Our staff of experts will present public programs, hikes, and other opportunities to showcase the natural wonders and native species of Kentucky.

Goal 1: Sustainable Natural Areas Management

Manage natural areas for sustainable passive recreation and long-term biological integrity.

The primary purpose of the state nature preserves system, according to KRS 146.410, is to "secure for the people of present and future generations the benefits of an enduring resource of natural areas."

The KSNP will continue to manage state nature preserves to improve native species habitat and provide areas for hiking and birdwatching, the watershed conservation areas managed under the KWRP will allow KSNPC to offer fishing, paddling, and hunting opportunities and the KHLCP's conservation easements will offer a wide range of outdoor recreation and educational opportunities in nature parks throughout the state.

Each site has a management plan which includes information on (1) recreational attributes and appropriate public access, (2) rare species and the proper management of their populations and habitats, and (3) natural community identification, delineation, restoration, and maintenance. By creating and following detailed management plans for each natural area, the KSNP has and will continue to set a new standard for rare species protection and research, land management techniques, and appropriate visitor use in the state of Kentucky. The KSNP will continue to promote the concept of ecosystem management and sustainable passive outdoor recreation by developing constituency bases around each natural area through community outreach and environmental education programs. KSNP must involve local organizations and citizen volunteers to the maximum extent possible in order to care for nature preserves and acquire the active support and sense of ownership for preserves among Kentuckians.

Eco-tourism is a growing part of Kentucky's economy. Nature preserves and natural areas generally provide more of an undeveloped "wilderness" or peaceful experience than many

parks and provide habitat for species not often seen, creating destinations for birders, botanists, and wildlife watchers.

- The 2017 Kentucky Outdoor Recreation Economy Report indicates that Kentucky generates \$12.8 billion in consumer spending, 120000 direct jobs, \$3.6 billion in wages, and \$756 million in taxes annually from outdoor recreation (<https://outdoorindustry.org/state/kentucky/>).
- The current National Census Bureau National Survey of Fishing, Hunting, and Wildlife-Associated Recreation for Kentucky estimates there are 827,000 birdwatchers and \$773 million spent wildlife watching annually in Kentucky (<https://www.census.gov/prod/2013pubs/fhw11-ky.pdf>).
- The Kentucky Chamber of Commerce's *Potential for Tourism Development in Eastern Kentucky report*, which led to SOAR, indicates the most popular outdoor activities are hiking and wildlife viewing
- (https://www.kychamber.com/sites/default/files/EasternKyTourism2013_0.pdf).

The KSNP has several different level of involvement with natural areas:

- The KSNP owns 19,217 acres in its nature preserves system in 30 counties at 41 sites. These areas are primarily managed for natural native habitats, although most do have designated hiking trails and wildlife watching areas. KSNP is the primary owner and manager of these areas.
- The KSNP owns 5,212 acres in its wild rivers system in 7 counties at 8 sites. These are managed for hiking, hunting, fishing, paddling, and wildlife watching as well as forest watershed conservation. KSNP is the primary owner and manager of these areas.
- Another 6,813 acres owned by other organizations are dedicated into the nature preserves system. These include some wilderness areas on Kentucky's state parks. KSNP's role is to monitor compliance with the articles of dedication and assist with management as appropriate.
- The KHLCF program has 11,834 acres enrolled in conservation easements at 52 sites owned by local governments and NGO's for nature parks. KSNP's role is monitoring areas for KHLCF management plan compliance and assisting with hiking trails and wildlife watching programs.
- The KHLCF program also has 59,556 acres of deed restricted land at 26 sites owned by other state agencies. KSNP's role is monitoring areas for KHLCF management plan compliance and assisting with habitat management as appropriate.
- Private landowners and organizations throughout the state have enrolled 8,259 acres at 59 sites into the Kentucky Natural Areas Registry Program. This is a voluntary program for landowners interested in conservation of the rare species and natural features known from their property, but it is not binding in any way and does not transfer if the property changes hands. KSNP's role is limited to biannual visits.
- The total of the above programs is 110,891 acres or 0.44% of Kentucky's 25,000,000 acres.

Objective 1 - Provide opportunities for passive recreation such as hiking, nature photography, birdwatching, and wildlife watching in naturally scenic areas.

KSNP natural areas include hundreds of miles of hiking trails managed either solely by KSNP or in partnership with other agencies. It is imperative that visitors to these areas have a safe and enjoyable experience.

Tactic 1.1: Maintain safety and stability of existing trails, parking lots, and public areas.

Action 1.1.1: Monitor all public trails and parking lots on owned property at least annually; monitor other property access points and Wild River corridors at least bi-annually.

Action 1.1.2: Utilize maintenance pool, KHLCF funds, or other funds to address safety issues as appropriate within one week of identification as available.

Action 1.1.3: Increase number of partnerships with scout troops, master gardeners, school groups, NGOs, and other civic groups to improve trail conditions, safety, and signage at all public trails, such as the partnership initiated in 2017 with Lewis County Fiscal Court at Crooked Creek State Nature Preserve.

Action 1.1.3: Recruit, design, and implement management agreements with willing partners as a strategy to help meet the demands of preserve management. Custodial care has been assigned to partner conservation organizations at three owned sites and agreements with other public agencies and private conservation organizations for partial responsibility for the costs of preserve maintenance are in effect on many others.

Action 1.1.4: Continue to develop and implement comprehensive preserve management plans of all owned natural areas by addressing the following: rare species population management and enhancement; natural community delineation, evaluation, maintenance, and restoration (as necessary); maintenance of property boundaries; development and maintenance of appropriate public use facilities; development of educational and interpretive materials and programs for use by visitors, neighbors, the general public, and agencies; and the maintenance of good neighbor, community, constituency, and agency relations.

Action 1.1.5: Facilitate or assist management plan implementation on KHLCF easement partners, such as trail and parking lot improvements at Jessamine Creek Gorge with Jessamine County Fiscal Court.

Objective 2 - Conserve populations of rare species and their habitat.

There are currently 49 species in Kentucky federally listed as Threatened or Endangered, and 43 more that have been petitioned for listing. Through increased biological monitoring efforts, restoration projects on public land, and acquisition of designated

habitats, the KSNP will prioritize efforts to prevent Kentucky species from becoming listed and/or remove currently listed species. Many of Kentucky's natural communities are represented within KSNP natural areas and contain the best remaining examples of a rare community or species population known in the state. Conserving these areas reduces the risk that species found there will become federally endangered, helps the recovery of already federally listed species and moves these species closer towards their delisting.

Tactic 2.1: Manage populations and habitats of rare species on natural areas to promote removal of Kentucky species from Federal endangered species listing, or prevent listing.

Action 2.1.1: Utilize funding from KHLCF and other sources to update biological inventories of natural areas.

Action 2.1.2: Manage all natural areas according to the relevant USFWS recovery plans for listed species and KHLCF or IBCF management plans as applicable.

Action 2.1.3: Manage populations and habitats of at-risk species to prevent listing of Kentucky species on the Federal endangered species list that are being considered due to their rarity or habitat loss.

Action 2.1.4: Increase the number of listed plant species conserved on KSNP natural areas. Currently of 343 plant species listed as state endangered, threatened or special concern, 143 are conserved in perpetuity on state nature preserves.

Action 2.1.5: Increase the number of listed animal species conserved on KSNP natural areas. Currently of 334 animal species listed as endangered, threatened or special concern, 96 have been conserved on state nature preserves.

Action 2.1.6: Increase the number of high-quality natural community types conserved on KSNP natural areas. Currently of 62 natural community types, 23 high-quality examples have been conserved on state nature preserves.

Tactic 2.2: Implement partnerships to accomplish habitat management goals.

Action 2.2.1: New or updated cooperative efforts with other agencies, organizations, and individuals will be employed to assure the conservation assist in implementing all other goals, sub-goals, objectives, and actions of management plans.

Action 2.2.2: Implement cooperative project with Kentucky Division of Forestry and US Forest Service to improve prescribed fire program on KSNP sites and assist other agencies on burns. The current State Wildlife Grant Fire Strike Team Program will be used as a model; KSNP/KHLCF spearheaded this multi-agency/multi-state prescribed fire and habitat management grant benefiting conservation areas in the Pennyryle and Western Coalfields.

- Action 2.2.3:** Implement cooperative project with Kentucky Division of Forestry on control of invasive plants in Central Kentucky and invasive hemlock wooly adelgid in Southeastern Kentucky.
- Action 2.2.4:** Continue to work with the US Fish and Wildlife Service, Imperiled Bat Conservation Fund, mitigations funds, and other sources to secure management funding for staff and technicians to manage rare species habitat on both public and private land.
- Action 2.2.5:** Implement secured IBCF and KDFWR FILO mitigation projects on forest management along the Little South Fork Wild River natural areas in McCreary/Wayne Counties.
- Action 2.2.6:** Work with KDFWR on Monarch Butterfly Conservation Plan and secure funding to implement monarch habitat management across managed sites to reduce likelihood of federal listing.
- Action 2.2.7:** Evaluate and issue permits and required follow up on Wild River corridor change-of-use permits as regulations dictate.

Objective 3 - Conserve additional natural areas.

Natural areas acquisition planning and implementation will be conducted utilizing natural heritage program methodology and the Biological and Conservation Data system to determine site significance and representation in the current natural areas system. Other considerations will include the availability of sites for acquisition; proximity to other natural areas; real and potential threats and management problems; capacity to manage the site; outdoor recreational opportunities in the area; Wild Rivers watershed protection; application assessment by KHLCF Board; and other factors as necessary. KSNP will place priority on (1) the expansion of existing natural areas over new discrete tracts; (2) increase of passive outdoor recreational opportunities, particularly in underserved communities; (3) acquisition of high-quality examples of communities not represented in the preserve system; and (4) acquiring the habitat of high quality populations of endangered species.

Tactic 3.1: Acquire or conserve additional land for conservation and passive outdoor recreation.

- Action 3.1.1:** Work with Finance Cabinet to complete acquisition of KHLCF projects already in progress, including those by Garrard County Fiscal Court and Fleming County Fiscal Court.
- Action 3.1.2:** Secure funding from USFWS Recovery Land Acquisition program as available for sites with known populations of Kentucky glade cress, running buffalo clover, or other federally listed plant species with potential for delisting upon verifiable population increase or stabilization.
- Action 3.1.3:** Secure funding from Imperiled Bat Conservation Fund as available for sites with known populations of federally listed species.

- Action 3.1.4:** Secure funding from other sources to expand existing natural areas with high recreational or conservation use or potential.
- Action 3.1.5:** Landowner contact/registry program will be maintained as an active program that uses heritage data and landowner inquiries to target areas for landowner contact. Areas meeting written criteria will be offered registry documents and be given publicity if approved by the owner. Registered areas will be visited by staff at least once per year for inspection and/or management advice, and owners will be contacted by phone at least twice per year. Substantially degraded or destroyed areas will be promptly removed from registry, with data retained in a permanent registry file.
- Action 3.1.6:** Complete significant sections of the Pine Mountain State Scenic Trail. For nearly two decades, KSNP/KHLCF has worked with partners to complete the Pine Mountain State Scenic Trail, a hiking trail from Breaks Interstate Park in Pike County to Cumberland Gap National Park in Bell County. Approximately 30% of the trail is complete. KSNP is working with the TAH Cabinet/Dept. of Parks to complete a 5 mile section in Bell County, including a major trailhead in Pineville very near the proposed Appalachian Wildlife Center.
- Action 3.1.7:** Work with KHLCF Board to evaluate and facilitate new project applications as appropriate.

Goal 2: Continue KSNP's role as the Commonwealth's only rare plant species program.

KSNP rare plant species program has had success in recent years delisting or avoiding ESA listing of Kentucky plants. In 2016 white-haired goldenrod (*Solidago albopilosa*) was removed from the federal endangered species list thanks to the extensive survey and monitoring work done by KSNP biologists over the past two decades on the Daniel Boone National Forest. In 2017 KSNP biological monitoring efforts successfully removed the rare plant Rockcastle aster (*Eurybia saxicastellii*) from consideration for federally endangered species listing.

Objective 1 - Identify and manage rare plant populations with the ultimate goal of removal from the Endangered Species Act through Section 6.

Tactic 1.1: Seek out funding and collaboration with a variety of partners to conserve and inventory rare plants.

- Action 1.1.1:** Work with public and private sector entities to conserve and delist at-risk plant species on their property, targeting running buffalo-clover (*Trifolium stoloniferum*).
- Action 1.1.2:** Implement secured mitigation funded project for management of habitat for the federally endangered Kentucky glade-cress (*Leavenworthia exigua laciniata*) in Jefferson/Bullitt counties.

Mitigation projects enable road construction and other development projects to move forward while also conserving endangered habitat and creating outdoor recreational opportunities.

Action 1.1.3: Secure funding with KYTC to implement pollinator plant species inventory on right-of-ways throughout the state.

Action 1.1.4: Implement secured US Forest Service funded project for continued management of White-haired goldenrod in the Red River Gorge.

Goal 3: Collect the highest quality scientific data and interpretation services on the Commonwealth's rare and native species and make it available to the public and private sectors in an efficient manner to inform, enable and advance the conservation of Kentucky's native species by other individuals, organizations, and agencies and to expedite development projects in a responsible manner.

KSNPC's database is the most accurate database of information on rare species, natural habitats, and conservation lands available in Kentucky, and is updated regularly. It currently contains 12,271 records of 847 tracked species and 62 ecological communities, 792 high quality site records, and 601 conservation lands records. Most of these records were collected by KSNP field staff.

KSNP's data enables land managers and developers, in both private and public sectors, to make decisions more efficiently to benefit society and the economy by avoiding impacts on sensitive areas. The KSNP provides information that facilitates ecologically sound development and infrastructure projects, such as pipeline corridors, roads, communication towers, and municipal utility projects. KSNP provides these data to agencies, organizations, businesses, and individuals for the purposes of resource management, development planning, and research.

In providing these services to other users, KSNP has several obligations: (1) to support the expense of KSNP data processing services (2) to identify avoidable negative impacts to a natural resource, (3) to ensure that data are interpreted correctly, and (5) to protect the Commonwealth's investment in the data gathering process. The Kentucky Biotics data is exchanged with NatureServe, a centralized data aggregator, and thereby becomes part of an international biological database compiled with data from natural heritage programs in all U.S. states, Canada and 11 countries in Latin America. This data is utilized by various federal agencies, regional and international development entities, researchers and international conservation organizations.

Objective 1 - Make KSNP biological data more complete and accessible.

Tactic 1.1: Modernize database services.

Action 1.1.1: Provide information and information analysis services through data services program. Provide accurate, usable information and a KSNP analysis of the information to legitimate data users and recover

response and database maintenance costs when appropriate. KSNP will actively publicize availability of services and limitations of data.

Action 1.1.2: Institute the KSNP Environmental Review Tool through NatureServe. This is a fee-based online environmental review process in use in several other states that makes biological data more accessible to project developers, greatly reduces time to complete reviews, reduces agency staff time spent on reviews, and generates agency revenue.

Action 1.1.3: Increase the number of large-scale site-specific data requests handled from 234 in the last biennium.

Action 1.1.4: Expand Biotics data sharing agreements. Biotics is currently provided via agreements with the Division of Mine Reclamation and Enforcement, Division of Abandoned Mine Lands, NRCS, and the Kentucky Field Office of the USFWS. The software applications created by the KSNP streamlined the process for reviewing surface coal mining permits and reclamation reviews, allowing real-time access to the latest imagery and spatial data available. This saves time and money while facilitating projects by accelerating project reviews.

Action 1.1.5: Update the conservation mapping database. In addition to the Biotics database the KSNP has mapped all public and privately owned conservation lands in ArcGIS format, as well as all of the conservation easements in Kentucky under a grant with USGS making the KSNP the state aggregator for the National Conservation Lands Database. Work to update KHLCF and Wild Rivers tracts is underway.

Action 1.1.6: Data management and analysis shall be performed to natural heritage program standards. Data must be entered into Biotics and digitally retained in a prompt, consistent, and reliable manner. Quality control checks shall be built into all steps of data processing. Information about the elements of Kentucky's natural diversity, occurrences of rarer elements, managed areas, natural areas, and data sources should be complete and current. These data should be analyzed at regular intervals in order to support and guide KSNP operations.

Tactic 2.2: Gather additional biological records for the KSNP database through funded projects.

Action 2.2.1: Complete the USFWS funded aquatic species and riparian vegetation assessment of the Green River at the lock and dam #6 removal site.

Action 2.2.2: Complete the USFWS funded native grassland vegetation assessment of the Fort Knox Military Base.

Action 2.2.3: Complete the IBCF funded assessment of bat species and native vegetation at the Bernheim Arboretum and Research Forest with assistance from KDFWR.

- Action 2.2.4:** Complete the KHLCF funded assessments of bat species and native vegetation at Audubon Wetlands, Big Bone Lick State Park, and Lower Howard's Creek Nature and Heritage Preserve with assistance from KDFWR.
- Action 2.2.5:** Facilitate research on natural areas; promptly evaluate and issue permits and follow up on required data and report collection.
- Action 2.2.6:** Conduct all biological inventories to accepted KHLCF and/or natural heritage standards. Biological inventory and other data collection must be planned, integrated activities that address the need for information on species biology and distribution; natural community classification, composition, evaluation, and distribution; natural areas identification, evaluation, and classification; nature preserve history, design, monitoring, and stewardship; Kentucky's managed areas; and literature review and monitoring of other secondary information sources.

Goal 4: Increase public awareness of Kentucky natural areas and native species.

Objective 1 - Bring KSNP's biological expertise to both the general public and professional biologists.

Tactic 1.1: Collaborate with a variety of groups and organizations at public events.

- Action 1.1.1:** Continue to work with WKYU-PBS to film a 30 minute special on natural areas throughout the state conserved by the KHLCF to air in 2018. Filming will include the Lucy Braun State Nature Preserve in Harlan County, the Floracliff State Nature Preserve in Fayette County, and several others.
- Action 1.1.2:** Host and organize the annual Kentucky Botanical and Habitat Symposium with the Kentucky Native Plant Society. This event brings together close to 100 academics, biologists, land managers, and citizen scientists annually and has been instrumental in building the botanical and habitat management community within Kentucky.
- Action 1.1.3:** Host workshops on identification and management of native plant species for natural resources professionals from federal and state agencies and private organizations. These programs are highly regarded by conservation professionals as valuable training for those managing for our natural habitats.
- Action 1.1.4:** Modernize the KSNP website to provide information on recreational opportunities on natural areas throughout the state and make the Kentucky Environmental Review Tool more accessible, including location maps and GIS based web and smartphone applications.

- Action 1.1.4:** Work with the Tourism, Arts, and Heritage Cabinet to showcase passive recreational opportunities on KSNP natural areas, particularly paddling on Wild Rivers and hiking and birding on all sites.
- Action 1.1.5:** Participate in public events including Earth Day.
- Action 1.1.6:** Present annual KHLCF Stewardship Award to a deserving Fiscal Court partner at the Governor's Conference on Energy and the Environment.

Goal 5: Improve agency operations from the Director's office.

Objective 1 - Increase administrative efficiency and organization within the agency from the Director's office.

Tactic 1.1: Director's office shall reevaluate all agency operations, and reallocate staff responsibilities as appropriate.

- Action 1.1.1:** Continue to integrate KWRP and KHLCF staff and responsibilities into the KSNP; cross-train across programs, have multiple staff with knowledge of each natural area.
- Action 1.1.2:** Provide training for all field staff across programs in use of Biotics database and standardize biological data collection methods.
- Action 1.1.3:** Work in conjunction with the KDF to bring all land management staff up to NWCG standards for prescribed fire.
- Action 1.1.4:** Work with NatureServe to modernize and standardize all biological data collection methodology to be compatible with KERT.
- Action 1.1.5:** Ensure staff understands their role KSNP strategic plans by ensuring that employees are clear about the objectives, goals and directions of the agency through monthly staff, project, branch, and program meetings.
- Action 1.1.6:** Review and develop Memoranda of Agreement (MOAs) for all programs.
- Action 1.1.7:** Oversee and maintain the KSNP Motor Pool.
- Action 1.1.8:** Facilitate activities related to the upcoming move to a new facility in CY2018, including scanning of all historic documents; reduce all paper files.

Tactic 2.1: Director's office shall secure additional funding for operations and actively manage budget of all programs.

- Action 2.1.1:** Solicit and secure additional funding for land management and biological data collection from conservation entities, including USFWS, USFS, and mitigation programs.
- Action 2.1.2:** Reevaluate fee structure for environmental reviews after establishment of the KERT and increase appropriate to fund additional data collection.

- Action 2.1.3:** Explore establishment of Grant-Funded Time Limited positions, contractors, and temporary workers to complete grant funded projects on time.
- Action 2.1.4:** Coordinate KSNP and KHLCF budgetary activities including submission of annual and biennial operating budgets.
- Action 2.1.5:** Coordinate KHLCF financial activities including quarterly treasurer's report to the KHLCF Board and all transactions from KHLCF restricted funds related to projects and administration.
- Action 2.1.6:** Monitor all restricted funds weekly for KSNP, KHLCF, and KWRP.

Public Service Commission

Overview

The Kentucky Public Service Commission is a three-member administrative body with quasi-legislative and quasi-judicial duties and powers regulating approximately 1,500 utilities. It is funded by an assessment paid by all utilities under the Commission's jurisdiction based on a utility's annual gross intrastate revenues. The Commission, created by the Acts of the 1934 General Assembly, the current version of which forms Chapter 278 of the Kentucky Revised Statutes (KRS), performs its regulatory functions through issuance of written orders, following adjudicative and rulemaking procedures outlined in Chapter 278 and administrative regulations promulgated by the Commission in Chapter 807 of the Kentucky Administrative Regulations (KAR).

Currently, the Commission regulates the intrastate rates and services of investor-owned electric, natural gas, telephone, water and sewage utilities, customer-owned electric and telephone cooperatives, water districts and associations, and certain aspects of gas pipelines. The following are some of the areas for which the Commission has regulatory responsibility:

- Rate increase or reduction
- Expansion or reduction of utility service boundaries
- Construction and operation of utility facilities
- Meter accuracy
- Operating conditions of a utility
- Management and Financial audits
- Valuation of utility property
- Natural gas and coal purchasing practices
- Issuance or assumption of securities by a utility
- Consumer complaints
- Compliance with service and safety regulations

Mission

The mission of the Kentucky Public Service Commission is to foster the provision of safe and reliable service at a reasonable price to the customers of jurisdictional utilities while providing for the financial stability of those utilities by setting fair and just rates, and supporting their operational competence by overseeing regulated activities.

Vision

The Public Service Commission envisions safe, environmentally conscious, viable utilities throughout the commonwealth providing reliable electric, gas, water, sewer, or telecommunications to enhance the Commonwealth of Kentucky's citizens' quality of life and financial permanence.

Core Values and Principles

- **Trust:** The Commission will make sound decisions that earn the public's confidence. The decisions made by the Commission will be prudent, defensible, and consistent with the Commission's mission and in the best interest of the citizens of the Commonwealth.
- **Effective:** The Commission will focus on business results rather than programs or procedures. The success of programs will be measured in terms of achieving desirable consumer/utility benefits, not in the number of Commission staff or the size of budgets. We will evaluate programs and procedures in relation to their contribution to the mission.
- **Financial Integrity:** The Commission will use good financial information to aid in its decision making. The foundation on which Commission is constructed is an understanding of the causes and effects resulting from transactions of and for utilities. Financial information is critical to the assessment and evaluation of existing utility conditions and the determination of the effectiveness of our programs.
- **Fairness:** The Commission will consider the range of benefits and consequences of proposed actions before making final decisions. Ethical public policy encourages government agencies to promote actions that maximize benefits to society while minimizing adverse effects. While individual statutes, regulations, programs and organizational units may have a narrow focus, we will always consider the benefits and consequences of our actions.
- **Reliable:** The Commission will govern utilities to provide safe and reliable utility infrastructures. These infrastructures will support the residential, commercial and industrial consumers; therefore, it will aid and support the continuation of economic growth for the Commonwealth.
- **Accountable:** The Commission will evaluate the utilities and the Commission's performance to ensure a standard which promotes safety and financial feasibility.

Alignment of EEC Strategic Plan with Executive Branch Goals

Evident in the PSC strategic plan are efforts or planned efforts to create an economic balance between consumers and utilities, enhance safe and reliable infrastructures, provide infrastructure for economic development, and enhance responsible government. As a regulatory agency, PSC maintains a broad range of financial standards designed to protect the consumer and provide for viable utilities. A fair and just utility rate is integral to a healthy

economy and prospects for job creation. It is also the desire of the agency to reduce the “red tape” bureaucratic process where there are redundancy or undue burden on the utilities.

History

The Kentucky Public Service Commission (PSC) was created in Chapter 145 of the Acts of the Kentucky 1934 General Assembly. Utilities under PSC jurisdiction include investor-owned electric, natural gas, telecommunications, certain water and sewage utilities, electric cooperatives and telephone cooperatives, and water districts and associations. The PSC does not regulate utilities subject to the control of cities, political subdivisions or those served by the Tennessee Valley Authority.

The Commission performs its regulatory functions through written orders following procedures outlined in Chapter 278 of the Kentucky Revised Statutes and administrative regulations promulgated by the Commission in Chapter 807 of the Kentucky Administrative Regulations. Changes in PSC jurisdiction have included the removal of municipally owned utilities from Commission authority in 1936 by the Kentucky General Assembly.

In 1950, the legislature transferred street railways from the Commission’s jurisdiction to that of the Department of Motor Transportation. In 1964, the PSC’s jurisdiction was expanded to include water districts; again in 1972 to include water associations; and in 1975 to include privately owned sewage companies. In 1987 sanitation districts were removed from Commission jurisdiction. In 1994, the Kentucky Supreme Court in the case of *Simpson County Water District V. City of Franklin, Kentucky, Ky.*, 872 S.W.2d 460 (1994), concluded that the Commission retained jurisdiction to review the wholesale rates of municipal utilities that provide service to jurisdictional utilities.

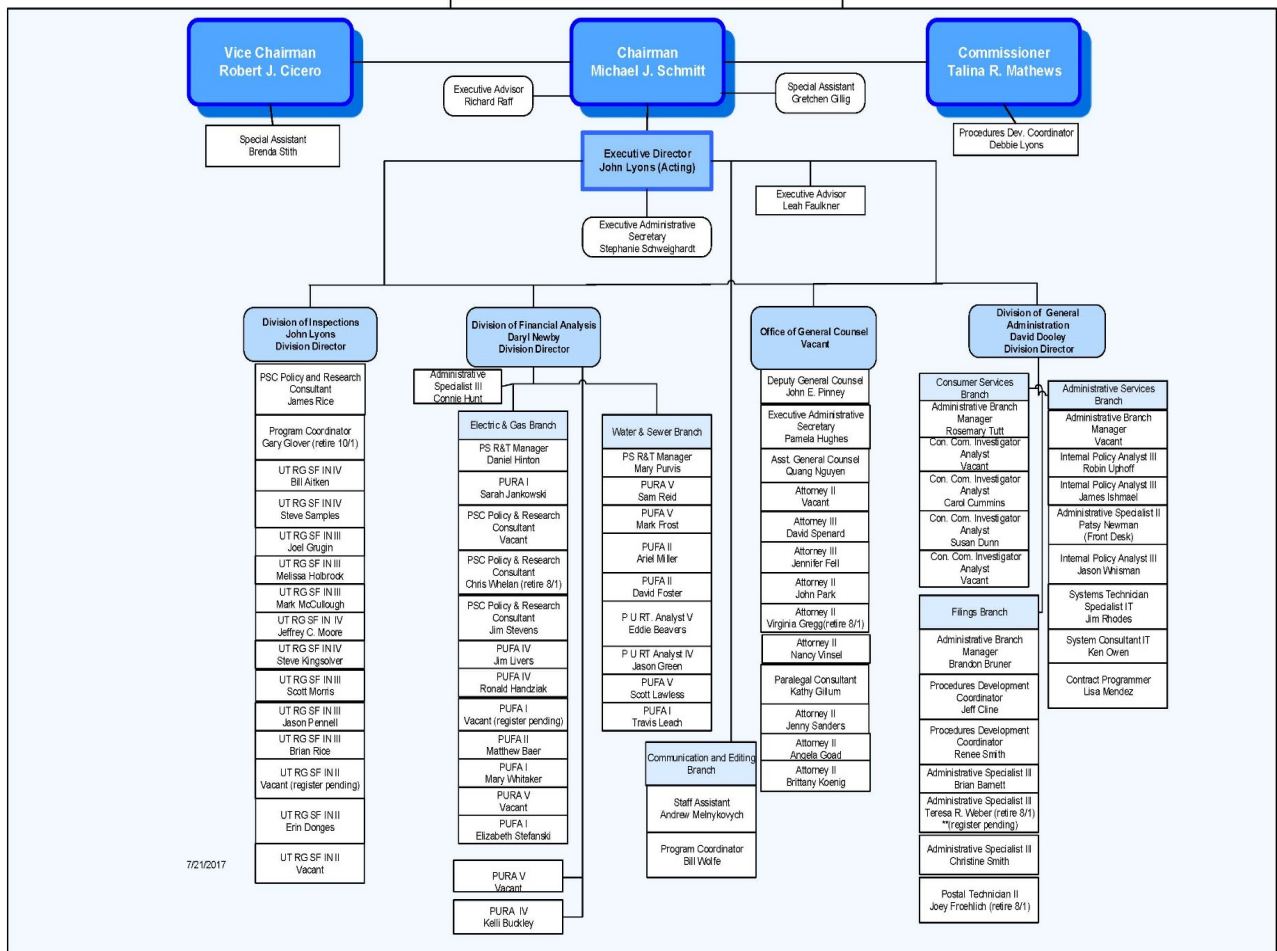
In 2002, the Kentucky General Assembly relieved the PSC of its responsibility to determine cellular telephone tower placement in jurisdictions with local planning and zoning authority. Also in 2002, the legislature created the Kentucky State Board on Electric Generation and Transmission Siting. All three PSC commissioners are ex officio members of the board. The PSC provides staff support to the Siting Board. The board considers requests for the construction of non-jurisdictional (merchant) power plants and transmission lines.

Legislation enacted in 2004 placed under PSC jurisdiction the construction of any electric transmission lines of more than 138 kilovolts and more than a mile in length. The legislation created a process for public participation in the PSC’s consideration of construction requests. The 2004 session of the General Assembly also enacted legislation that generally removed state regulation over broadband services. In 2006, the legislature deregulated most aspects of telephone service, with the exception of basic service and some wholesale transactions. The PSC retained its jurisdiction over consumer complaints.



Kentucky Public Service Commission

APPENDICES



Contact Information

Public Service Commission

211 Sower Boulevard

P.O. Box 615

Frankfort, KY 40601

Phone: 502-564-3940

Hotline: 1-800-772-4636

Fax: 502-564-3460

Office Hours: Monday-Friday 8am-5pm

Goal 1: Ensure Programmatic Integrity and Efficiency

Foster safe and reliable services for the public consumption at fair and just rates with comprehensive procedural processes to ensure a proficient staff.

Objective 1 - Promote Agency Evaluation and Improvements

Tactic 1.1: Provide dynamic and consistent agency policy and procedures

Measure: The number of policy, procedures that are authored, updated or eliminated due to maintaining productive improvements to our business processes.

Baseline: Agency policy and procedures modifications completed in the previous biennial.

Action 1.1.1: Meet annually with management level staff to evaluate the existing policy and procedures.

Action 1.1.2: Identify which policy and procedures are proficient for the current business processes.

Action 1.1.3: Update policies and procedures with language suitable to the current technological or strategic advances made by the agency.

Action 1.1.4: Modify or eliminate redundant, outdated or needless policy and procedures for which an action-benefit analysis proves worthy.

Tactic 1.2: Improve agency efficiency with process evaluation.

Measure: The number of process improvements made for each division of the agency.

Baseline: Agency process improvements completed in the previous biennial.

Action 1.2.1: Meet annually with staff to evaluate the current processes.

Action 1.2.2: Outline improvements to business processes.

Action 1.2.3: Set obtainable time frames for each phase of the business process.

Action 1.2.4: Document and test the new process to correct any failings or areas of concern.

Action 1.2.5: Implement the improved business process.

Action 1.2.6: Design and implement monthly management based metrics for all programmatic areas to track, evaluate, and analyze any potential adjustments needed for their individual processes.

Objective 2 – Ensure Data Integrity and Evaluation

Tactic 2.1: Accurately evaluate agency decisions based on the integrity of the data analysis process.

Measure: The number of agency decisions that are based on comprehensive utility data that can be compiled from multiple divisions of agency filings and/or reports.

Baseline: Each filing and/or report that is incorporated into a value-added decision making process for the agency.

Action 2.1.1: Set parameters for which agency decisions should include particular data from each division and what analysis is performed.

Action 2.1.2: Make the data available in a format that is conducive to reference, statistical or financial analysis.

Action 2.1.3: Move toward a standardization of data warehousing and storage in formats which are easily extractable and manipulated for query purposes.

Action 2.1.4: Identify any agency data that should be captured for analysis purposes that is currently not being captured; implement a new mechanism to obtain this data.

Action 2.1.5: Identify any agency analysis techniques that may be improved; implement a new mechanism to obtain this improvement.

Action 2.1.6: Create an agency steering committee that meets quarterly to discuss agency process improvements and change management.

Action 2.1.7: All divisions will have a semi-monthly meeting to discuss relative topics and solutions. These meetings will have an agenda and will last no more than one hour. The meeting will start by the director itemizing projects, assignments, information from the executive meetings, important calendar date, progress toward goals. The floor will then be open to all staff to ask questions, make suggestions, give updates, or other positive information sharing.

Tactic 2.2: Ethics Training for all Employees

Measure: The number of staff trained in the Ethical Code of Conduct.

Baseline: The number of staff trained in the prior fiscal year.

Action 2.2.1: Host the Kentucky Ethics Commission annually to present the code of conduct expected of state employees.

Action 2.2.2: Keep ethics training records of PSC employees.

Action 2.2.2: Employees are encouraged to contact the Kentucky Ethics Commission for any further guidance or inquiries.

Objective 3 – Prepare and Maintain a Succession Plan

Tactic 3.1: The Commission shall develop a succession plan

Measure: The number of succession documents in existence.

Baseline: Initial succession plan.

Action 3.1.1: Each division shall have a succession document. This document shall reference the current business practices, policies and procedures.

Action 3.1.2: The Commission shall organize all policy, procedure, process and succession documentation uniformly on the agency servers for electronic preservation.

Objective 4 – Maintain Knowledgeable and Competent Staff with Expertise in Their Fields

Tactic 4.1: Maintain staffing levels in order to perform agency functions.

Measure: The number of employees working for the Public Service Commission.

Baseline: Office of State Budget Directors funded position levels as of August 1 of each year.

Action 4.1.1: Fill positions to the full-funded personnel capacity.

Action 4.1.2: Analyze and replace positions with the most urgent need

Action 4.1.3: Immediately backfill all mid-level management positions that become vacant.

Action 4.1.4: Each director shall rank their personnel need by branch and strategical value what positions to fill as vacancies become available.

Action 4.1.5: Anticipate vacancies due to attrition and retirements and preplan for an agency wide hiring strategy.

Action 4.1.6: To the extent possible, recruit personnel with utility experience.

Tactic 4.2: Maintain subject matter expertise in all functional areas of the Commission.

Measure: The number of positions considered to require a subject matter expert.

Baseline: The subject matter expert staffing levels for each program over the prior biennial.

- Action 4.2.1:** Ensure that management is aware of expectations of knowledge transfer.
- Action 4.2.2:** For executive staff meetings, include an agenda item regarding labor resources and staffing levels essential to Commission programs.
- Action 4.2.3:** Maintain training and subject matter knowledge transfer from seasoned employees to all employees in that program area.
- Action 4.2.4:** Maintain personnel classifications to provide employees with a suitable career ladder that is competitive with the private sector.
- Action 4.2.5:** Seek out external training, seminars and educational opportunities for staff to incorporate in their duties.
- Action 4.2.6:** Participate in job fair and recruitment efforts to seek out qualified candidates.
- Action 4.2.7:** Ensure that staff are exposed to the appropriate internal trainings and cross divisional understandings of how the entire Commission works in unison.
- Action 4.2.8:** Ensure that staff that may be subjected to testify in a case, or host conferences, get the necessary experience and training prior to these occurrences arising.
- Action 4.2.9:** Promote diversity hiring practices that will create a diverse work force for the agency.
- Action 4.2.10:** Analyze the reasons for separations to try to address any areas of concern which does not include retirements.
- Action 4.2.11:** Properly train managers to manage personnel and processes. Encourage (or require) management and potential management to attend the Government Services Center course work for managers.

Objective 5 – Properly Fund the Agency and Procure Goods for the Agency.

Tactic 5.1: Analyze historical expenditures, integrate future needs, and estimate costs for growth and expansion requests in the biennial budget request.

Measure: Total funding identified and justified in the biennial budget submission.

Baseline: Funding is submitted relative to the previous enacted biennial budget.

- Action 5.1.1:** Develop PSC budget request in accordance with the Biennial Branch Budget Request manual.
- Action 5.1.2:** Review the Catalogue of Federal Domestic Assistance (CFDA) for applicable grants and apply in accordance with grant guidelines.
- Action 5.1.3:** Submit grant requests in accordance with CFDA grant guidelines.
- Action 5.1.4:** Follow the Model Procurement Code (KRS 45A) and review internal processes for ways to make more streamlined. Use best practices for all purchases.

Action 5.1.5: Evaluate existing equipment, which has reached the end of its life cycle, obtain quotes for replacement and submit for budget and Executive Staff review.

Action 5.1.6: Work with Commission staff to enhance utilization of current resources.

Goal 2: Provide Legal Representation and Docket Control for the Commission

Foster consumer and utility confidence with exemplary legal representation and management.

Objective 1 – Active Docket Management

Tactic 1.1: Expeditiously work legal proceedings to completion.

Measure: The average, maximum, minimum time frame to process a case. Examine the outliers of the last standard deviation to evaluate what contributed to the length of the time frame.

Baseline: The prior biennial of legal proceedings.

Action 1.1.1: Create and maintain a monthly statistical report evaluated by executive staff on in regard to the length of time frames.

Action 1.1.2: Assign legal representation in which it can be the most efficiently and effectively managed.

Action 1.1.3: Weekly Office of General Counsel staff meeting to discuss legal progress of proceedings, obstacles, needs, etc.

Action 1.1.4: Active case management by division leaders that have daily conversations with all attorneys present.

Action 1.1.5: Evaluate current case load and identify cases that can easily be remedied and try to perpetuate case load completion from these tactics.

Tactic 1.2: Host informal conferences in an attempt to reduce caseloads.

Measure: The number of informal conferences that deterred hearings or court cases.

Baseline: The prior biennial of informal and formal conferences hosted or attended.

Action 1.2.1: Meet with staff from the Financial Analysis, Inspections and General Counsel to present what types of situations would be better handled by conferences.

Action 1.2.2: Create and distribute a chart (or document) that illustrates what types of scenarios are better managed by conferences.

Action 1.2.3: If applicable, discuss the ability to have a conference with the utility prior to establishing a hearing when appropriate.

Tactic 1.3: Set precedents or practices, including revising regulations or statutes, that will limit or reduce the number of frivolous or repetitive, filings, commission cases or court cases.

Measure: The amount of filings for rate changes when a facility is not operating efficiently or hearings for repetitive violations.

Baseline: The prior 10 fiscal years of: repetitive violations by an individual utility; rate increase requests; annual filings; and/or annual petitions.

Action 1.3.1: Repeat utility violations shall be issued a demand letter with penalty and fees to the full extent that the regulation allows.

Action 1.3.2: Create a policy for acceptable utility operations prior to any utility being able to process a rate change.

Action 1.3.3: Revisit/revise regulations, statutes and Commission administrative cases to reduce filings/cases/petitions made with the Commission.

Tactic 1.4 Metrics to measure Office of General Counsel Performance.

Measure: Create dashboard of all activities in the Office of General Counsel that will illustrate time, value, case load, statutory deadlines, etc., that will improve metric based management.

Baseline: Create each individual metric baseline in Fiscal Year 2018.

Action 1.4.1: Ensure that all outstanding motions, particularly motions for confidential treatment, are addressed before the closing of a case.

Action 1.4.2: The attorney, if Team Leader, ensures that cases are completed by or before any statutory date.

Action 1.4.3: If case has no statutory deadline, the target deadline may only be moved once absent extenuating and compelling circumstances.

Action 1.4.4: Improvement in document drafting by using boiler plate templates to eliminate errors.

Action 1.4.5: Has attorney followed Office of General Counsel's SOP (once those are in place) when processing cases.

Action 1.4.6: Develop SOP for specific case types.

Action 1.4.7: IC memos/meeting summaries are prepared within 3-business days of the meeting.

Action 1.4.8: Keep Supervisory/Executive Staff and Commission aware of anything important or controversial matters.

Action 1.4.9: Update docket contemporaneously with action/event.

Objective 2 – Statutory and Regulatory Changes and Updates

Tactic 2.1: Actively evaluate the statutes, regulations, and orders to ensure they are complimentary to the processes and resources available to both the Commission and utilities.

Measure: The amount of statutory, regulatory or order modifications.

Baseline: The prior 10 fiscal years of modifications.

Action 2.1.1: Meet with staff to solicit modifications that would benefit the Commission and/or the utilities.

Action 2.1.2: Propose changes to the statutory or regulatory laws that exist.

Action 2.1.3: Work with the federal Pipeline and Hazardous Material Safety Administration to understand their regulations and adopt any proposals that would benefit the Commonwealth.

Action 2.1.4: Issues orders when appropriate for items that are not specifically covered by federal or state laws.

Action 2.1.5: Propose amendments or abolish statutes or regulations that are out of date or inaccurate. Use current technological or instrument standards.

Tactic 2.2: Compare current Commonwealth laws to that of other regulatory agencies.

Measure: Work with other states or regulatory agencies to compare and contrast legal standardization.

Baseline: None at this time.

Action 2.2.1: Meet with other state agencies to discuss regulations that may be beneficial if the Commonwealth adopted or abolished based on other state's or regulatory entity's experience.

Action 2.2.2: Work with the Energy and Environmental Cabinet regulation officials to eliminate duplication of regulations placed upon the utilities.

Action 2.2.3: Solicit suggestions from associations or utilities that represent or operate in multiple states.

Goal 3: Support the Statewide Energy Strategy

Foster the Commonwealth's economy and protect its natural resources by supporting the current energy plan and promoting efficient technologies, equipment, facility processes and standards.

Objective 1 –Process Electric Utility Integrated Resource Plans In a Timely Manner

Tactic1.1: Accurately evaluate the utilities integrated resource plans.

Measure: The number of integrated resource plans reviewed and approved per year.

Baseline: The number of integrated resource plans reviewed, in the last five years.

Action 1.1.1: Review forecasted peak and energy demand per electric utility.

Action 1.1.2: Analyze the combination of supply side and demand side resources available for future periods for ensure consumer reliability.

Action 1.1.3: Prepare staff report within 9 months of receipt of Integrated Resource Plan.

Objective 2 – Process Site Compatibility Applications in Accordance with KRS 278.216.

Tactic 2.1: Process all applications in an thorough and timely manner.

Measure: The number of applications processed.

Baseline: The number of applications processed in the last biennial.

Action 2.1.1: Siting Board should meet as necessary to process applications and grant construction certificates for electric generating facilities and transmission lines not regulated by the Commission.

Action 2.1.2: The Siting board review should include noise, visual, economic, and infrastructure impact of allowing the construction of an electric generating facility.

Objective 3 – Actively Participate in Interstate Electric Transmission Issues

Tactic 3.1: Work in unison to manage interstate electric transmission issues

Measure: The number of interstate electric transmission and Federal Energy Regulatory Commission matters.

Baseline: The prior two biennials of interstate electric transmission matters considered.

Action 3.1.1: Track the amount of interstate electrical transmission concerns that the PSC is involved with annually.

Action 3.1.2: Work with other states, commissions or regulatory agencies on interstate matters.

Goal 4: Ensure Correspondence, Record Retention and Website are Appropriately Maintained and/or Preserved.

Keep agency documentation preserved for historical reference while incorporating paper into new and existing technological solutions.

Objective 1 – Receive and Maintain Commission Correspondence

Tactic 1.1: Process all correspondence into the appropriate filing or technological system (Docket) within one business day of receipt.

Measure: The number of documents received and entered into Docket.

Baseline: The prior two biennials of correspondence received and entered.

Action 1.1.1: Examine the current processes for each type of correspondence and evaluate the current filing (or technological) solution.

Action 1.1.2: Provide for evaluation training for the filings branch on new technologies.

Action 1.1.3: Work with all divisions to get a better understanding of the documentation, its relevance and how the filing branch could advance the Commission processes.

Objective 2 – Conversion of Paper to Electronic Files

Tactic 2.1: Identify all records that can be converted from paper to digital record.

Measure: Linear feet of paper that can be digitized.

Baseline: The existing linear feet of paper storage that could be converted.

Action 2.1.1: Meet with executive staff to discuss the conversion of paper records to digital format.

Action 2.1.2: Identify how the records are to be converted and to which file system storage is appropriate.

Action 2.1.3: Identify what records can be converted per Kentucky Department of Library and Archives Record Retention Schedule.

Action 2.1.4: Create software solutions to house digital records if necessary.

Tactic 2.2: Convert all appropriate paper files to digital format.

Measure: The number of linear feet of paper that is converted to digital format and recycled.

Baseline: None.

Action 2.2.1: Write a standard operating procedure for each file type of paper that is to be converted to digital format.

Action 2.2.2: Convert each file type and keep the paper documentation.

Action 2.2.3: If there are documentation that does not need to be converted or maintained by the agency per KDLA or historical reference, the executive staff can decide if the paper documentation can be recycled.

Objective 3 – Ensure that the PSC Website is Dynamic and a Useful Tool for Consumers, Utilities and Other Stakeholders

Tactic 3.1: Ensure the PSC.ky.gov stays dynamic and changes as the agencies documentation, processes, regulations, forms or other pertinent information changes.

Measure: The number of editions to the website.

Baseline: The previous editions to the website.

Action 3.1.1: Update the website with all appropriate forms and general information.

Action 3.1.2: Update the website with all appropriate information for the consumer and utility.

Action 3.1.3: Update the website with all appropriate Commission records.

Action 3.1.4: Continue to program the website as a portal for the utilities and/or the consumers to submit reports, filings or complaints.

Action 3.1.5: Maintain working hyperlinks on the website.

Goal 5: Improve the Utility Inspection Program

Foster safe and reliable utility services for the public consumption at fair and just rates by maintaining a performance audit inspection of each utility.

Objective 1 – Maintain an Inspection Schedule Calendar

Tactic 1.1: Ensure each utility is audited and or inspected in a timely manner to check for violation of the regulations, protect the consumer and maintain the safety of the utility.

Measure: The elapsed time between inspections for utilities by utility type.

Baseline: Inspection Risk ranking for the previous calendar year.

Action 1.1.1: Set standard operating procedures that outline the frequency each utility by type should be inspected.

Action 1.1.2: Conduct annual risk ranking measurement to which utilities are inspected in the upcoming year.

Action 1.1.3: Create reports for internal and external purposes that outline the frequency of the inspection by utility.

Objective 2 –Maintain an Accurate Inspection and Outage Reporting System

Tactic 2.1: Accurately enter and maintain all inspection documentation into the Inspection Record System

Measure: The number of inspection records entered and closed in the software system.

Baseline: The last fiscal year of inspection records.

Action 2.1.1: Enter inspection records into the IRS system and close when appropriate.

Action 2.1.2: Run IRS reports to find frequency of visits, overdue responses or open/incomplete records.

Tactic 2.2: Maintain the Outage Reporting System.

Measure: The number of outage reports that exist and the amount of open records.

Baseline: The number of entered and open records per year over the previous biennial.

Action 2.2.1: Continue to enter and monitor outage records into the system and close when appropriate.

Action 2.2.2: Create a standard operating procedure for all outage reporting processes.

Action 2.2.3: Run outage reports to find open/incomplete records.

Objective 3 – Inspection Follow-Up

Tactic 3.1: Conduct follow-up inspections for utilities that had violations that are not easily remedied or pose safety issues.

Measure: The number of follow-up inspections.

Baseline: The last fiscal year.

Action 3.1.1: Follow-up inspections shall be conducted when written responses, video or photographic evidence is not sufficient to accept the utility's remedial measure.

Action 3.1.2: Enter all follow-up inspections into IRS under the original inspection. Include all corresponding documentation.

Tactic 3.2: Transition violations from the inspection process to enforcement action.

Measure: The number of civil penalties issued and/or show causes cases initiated.

Baseline: The prior two years of civil penalties and show cause cases initiated.

Action 3.2.1: Maintain record keeping to track civil penalties.

Action 3.2.2: Transition the inspection process from the inspection phase to the enforcement and legal phase with multi-divisional tracking, cash receipts, documentation and work flow from the IRS system

Action 3.2.3: Obtain legal assistance from the Office of General Counsel when necessary.

Action 3.2.4: Ensure that civil penalties are received, credited, documented and deposited in an appropriate and timely manner.

Objective 4 – Meter Testing Certification

Tactic 4.1: Maintain the meter testing certification program to certify utility personnel that test the calibration and accuracy of meters.

Measure: The number of utility personnel that pass the test.

Baseline: Certifications issued over the previous biennial.

Action 4.1.2: Update the standard operating procedure for the meter certification testing by utility type as necessary.

Action 4.1.3: Maintain one location on the server for all documentation, SOP's, testing material, etc. for meter certification testing.

Objective 5 – PHMSA Accreditation and Audit Findings

Tactic 5.1: Maintain PHMSA accreditation and federal funding.

Measure: The accreditation of PHMSA to PSC and the certification of inspectors.

Baseline: The number of inspectors certified to inspect PHMSA regulated utilities and PSC maintaining PHMSA accreditation.

Action 5.1.1: Manage staff to conduct inspections and keep all appropriate documentation required by PHMSA.

Action 5.1.2: Create and keep reports or records that PHMSA requires.

Action 5.1.3: Work with PHMSA to find better technological resources used by PHMSA or other regulatory agencies that will aid Commission staff.

Tactic 5.2: Maintain PHMSA federal funding through compliant audits.

Measure: The number of audit findings listed each year in the PHMSA audit and the amount of federal dollars awarded to KY PSC.

Baseline: The prior two biennials of audit findings and federal award.

Action 5.2.1: Track the audit findings, responses, solutions implemented in a document that summarizes this data on a yearly basis.

Action 5.2.2: Track the federal award on a yearly basis to measure against prior years funding and estimate future funding availability.

Action 5.2.3: Implement standard operating procedures that will reduce audit findings in the future.

Action 5.2.4: Respond accordingly to audit findings via a letter from the Chairman.

Objective 6 – Damage Prevention Program

Tactic 6.1: Establish a federally-approved Damage Prevention Program for Kentucky.

Measure: Statistical analysis of damaged utility infrastructure in relation to the amount of calls for locations, the markings of the locations per utility/location/third party contractor.

Baseline: PHMSA approval of program.

Action 6.1.2: Outline the federal and state regulations involving damage prevention.

Action 6.1.3: Create statistical analysis of the current volume of damage prevention calls, locates, damage caused.

Action 6.1.4: Establish a funding mechanism that is appropriate to host the regulatory program.

Action 6.1.5: Outline the particular functions of the program and the appropriate type of personnel to carry out those functions.

Action 6.1.6: Meet with other state agencies that have successful damage prevention programs.

Action 6.1.7: Obtain the appropriate technological, human, operating resources to implement the program.

Action 6.1.8: Implement the program with the ability to make modification as need arises.

Goal 6: Provide Consumer Services and Complaint Resolution

Foster safe and reliable services for the public consumption at fair and just rates by maintaining positive consumer services and complaint resolution.

Objective 1 – Provide Assistance to the Citizens of the Commonwealth with Issues regarding regulated utility service.

Tactic 1.1: Answer calls in a courteous manner, while assisting customers in a fast, efficient, and speedy manner.

Measure: Track statistics on number of callers, complaints by utility type, etc.

Baseline: Previous biennial data on requests for assistance.

Action 1.1: Identified issue customer has with utility service.

Action 1.2: Coordinate with utility representatives to address the issue.
Get back in touch with customer with resolution (if possible).

Action 1.3: Report statistical finding by week, month, and year to PSC management staff.

Goal 7: Provide Utility Assistance Programs

Foster safe and reliable services for the public consumption at fair and just rates by providing utility assistance programs.

Objective 1 – Management and Financial Audits

Tactic 1.1: Evaluate utilities through management audits.

Measure: The number and results of the management audits per year.

Baseline: The prior two biennials of management audits.

Action 1.1.1: Designate staff to perform management audits. At a minimum one person should be designated to do non-recurring focused audits. As resources allow, scheduled, recurring audits of IOUs should occur as originally envisioned.

Action 1.1.2: Set up an assessment of order of utilities to audit and the frequency of the recurring audits. Perform focused audits as set out by the Commission.

Action 1.1.3: Perform the management audits.

Action 1.1.4: Keep all records of the management audits for future reference for the agency.

Tactic 1.2: Evaluate utilities through financial audits.

Measure: The number and audits performed and findings of the financial audits per year.

Baseline: The prior two biennials of financial audits.

Action 1.2.1: Designate staff to perform financial audits.

Action 1.2.2: Set up an assessment of which utilities to audit and the frequency of the audits, or open financial audits on an as-ordered basis.

Action 1.2.3: Perform the financial audits.

Action 1.2.4: Keep all records of the financial audits for future reference for the agency.

Objective 2 – Rate Case Analysis

Tactic 2.1: Provide staffing and financial resources for processing rate cases.

Measure: The number of rate cases per year.
Baseline: The prior 10 fiscal years.

Action 2.1.1: Process rate cases as filed by utilities.

Action 2.1.2: Process cases, providing any necessary interrogatories and financial analytical resources to the Commission. Team-Assist in hearings on as needed basis.

Action 2.1.3: If staffing is insufficient to process cases, ensure that any professional service contract for financial consultation results in a contractor that has a thorough understanding of utility finances and regulations.

Tactic 2.2: Financing Case and Certificate of Public Convenience and Necessity analysis

Measure: The number of Orders for financing cases and CPCN cases issued each year.

Baseline: The prior 10 fiscal years.

Action 2.2.1: Analyze utility request for authorization for construction of facilities, financing, or refinancing proposed by utility in accordance with the Statutes and Regulations guiding the Commission.

Action 2.2.2: For financing proposals, use sound financial principles including net present value analysis to analyze utility debt and how financing would affect the current debt structure and overall debt expense. For CPCN cases, provide analysis regarding need for facilities and analysis of cost of facilities.

Action 2.2.3: Maintain all appropriate documentation for agency consideration or reference.

Goal 8: Provide Information, Data and Improve Technology

Foster consumer, utility and shareholder confidence through education, media relations and technological solutions.

Objective 1 – Public, Consumer and Utility Education

Tactic 1.1: Make information available to the public.

Measure: The number of informational distributions each year.

Baseline: The prior two biennials of information distributions.

- Action 1.1.1:** Create a monthly newsletter distribution for all shareholders.
- Action 1.1.2:** Host public meetings as appropriate.
- Action 1.1.3:** Set up distribution system for regulatory changes, newsletters, rate information, reminders of filings due, change of contacts, process changes, etc.
- Action 1.1.4:** Ensure the website is interactive where both utilities and consumers can “Contact Us” or list individual email accounts for different subject matters.
- Action 1.1.5:** Post all necessary public information on the website.

Objective 2 – Media Relations

Tactic 2.1: Ensure media relations exist in and positive manner for the Commission.

Measure: The number of media correspondence made each year.

Baseline: The prior two biennials of media correspondence and inquiries.

- Action 2.1.1:** Maintain a media distribution list and/or contact list for distinct areas of information.
- Action 2.1.2:** Have a media protocol SOP to guide Commission employees when contacted.
- Action 2.1.3:** Ensure that trained staff are handling all media relations with approval of Commission executives.
- Action 2.1.4:** Provide formal training to any staff prior to them accessing the media.
- Action 2.1.5:** Create a social media presence with PSC Facebook pages and a Twitter account.

Objective 3 –Technological Solutions

Tactic 3.1: Analyze all PSC’s regulated reporting to the Commission from the utilities and provide a technological solution for data storage and statistical analysis.

Measure: The number of reports that come into PSC that are captured in a database format that can be queried and designed to run reports.

Baseline: The prior biennial number of reports that come into the Commission that are in a format to capture the data, query the data or develop reporting parameters.

- Action 3.1.1:** Meet with staff to identify all reports that come to the agency which are regulatory required.
- Action 3.1.2:** Identify how each report is used, should be used, or could be improved.

Action 3.1.3: Analyze if any reports are no longer needed, can be combined by the utility or received in a more efficient manner.

Action 3.1.4: Program the E-form and E-filings of simplified reporting after eliminating or reducing any red tape reductions on behalf of the utility.

Action 3.1.5: Document new processes, technology and implement the technological solution.

Tactic 3.2: Incorporate all data into an enterprise wide technological system solution(s).

Measure: The amount of data points that can be assembled under a unified utility query or inquiry.

Baseline: The current fiscal year data points that are outside of one action query.

Action 3.2.1: Identify all data that is not available for query.

Action 3.2.2: Incorporate that data to a system that will bring it to a full utility query.

Tactic 3.3: Maintain hardware and software needs for the agency.

Measure: The number of information technology requests and implementations.

Baseline: The number of requests sent to EEC PSC IT per year.

Action 3.3.1: Obtain the appropriate access to import or export data when in the office or via mobile application.

Action 3.3.2: Provide solutions that will allow staff to have the technology or data when they are not at their desk or office.

Action 3.3.3: Utilize SharePoint and/or other routing software to eliminate paper, document tracking and other manual duties.

Action 3.3.4: Maintain appropriate hardware that will promote the agency in fulfilling the strategic plan.

Action 3.3.5: Upgrade and implement new software as to improve the efficiency of the agency.

Action 3.3.6: Evaluate and update procedures in presenting case related hearings to allow more options in public viewing and efficiency for all parties involved.