

Louisiana
Department of Environmental Quality
Five Year Strategic Plan

July 1, 2011 - June 30, 2016

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Department of Environmental Quality

Strategic Plan

Executive Summary

This strategic plan covers 2011 to 2016.

The Department's mission is to provide service to the people of Louisiana through comprehensive environmental protection in order to promote and protect health, safety and welfare while considering sound policies regarding employment and economic development.

The Department has set six goals to accomplish its mission. They are:

1. Protect health, safety and welfare by protecting and improving the environment (land, water, and air).
2. Increase compliance with environmental laws (both voluntary and mandatory compliance) that meet state and federal mandates.
3. Operate in an efficient and effective manner.
4. Conduct programs that are consistent with sound policy for employment and economic development.
5. Work to enhance customer service.
6. Work to provide regulatory flexibility.

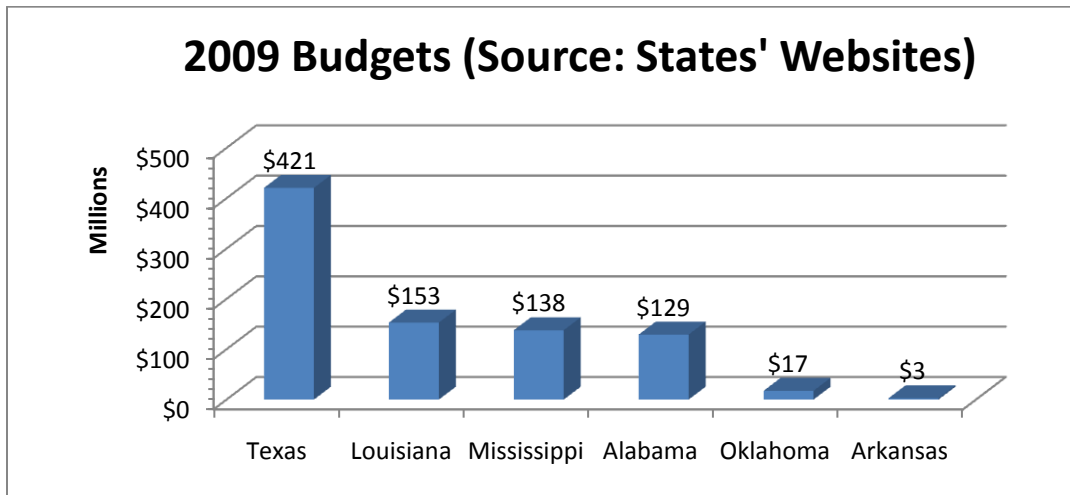
Each office in the Department has developed a segment of the Department's Strategic Plan. Each office has a mission, goals and objectives that align with the goals of the department. These offices are the Office of the Secretary, Office of Environmental Compliance, Office of Environmental Services, and Office of Management and Finance.

In accordance with Act 1078, the Department has an array of agency wide Human Resources Policies that provide assistance and support to females and families. All policies are monitored for compliance with state and federal rules and regulations. Initiatives that are presently utilized are: flexible work schedules, telecommuting, educational leave, availability of training courses, such as Diversity in the Workplace, Harassment/Discrimination/Workplace Violence, Ethics, etc. The Department also has policies and procedures for Family and Medical Leave and accommodations under the Americans with Disabilities Act.

Benchmarking

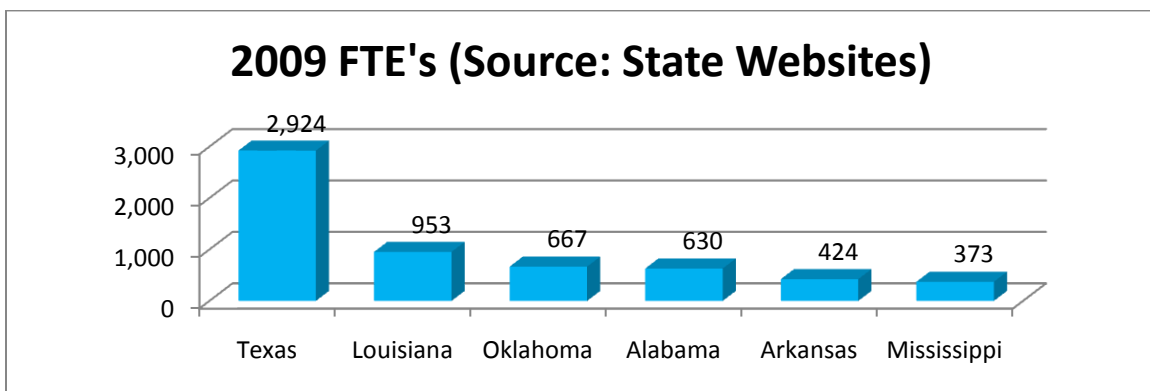
Louisiana does more with less in protecting the environment.

The states that are compared below are part of the Environmental Protection Agency Region 6 and the central Gulf Coast: Alabama, Arkansas, Louisiana, Mississippi, Oklahoma, and Texas. For 2009, the size of the budgets in these states varies between \$3 million dollars for Arkansas and \$421 million for Texas. Louisiana has the second highest budget at \$153 million dollars in this geographic regional comparison.



Staff Resources

For 2009, the differences in budgets for these states reflect the broad divergence in the sizes of their environmental agencies. Mississippi DEQ had the fewest, 373, employees or Full Time Equivalents, (FTEs) while Texas had 2,924. Louisiana had the second largest agency with 953 employees. Oklahoma had 667; Alabama ha 630; and Arkansas had 424.



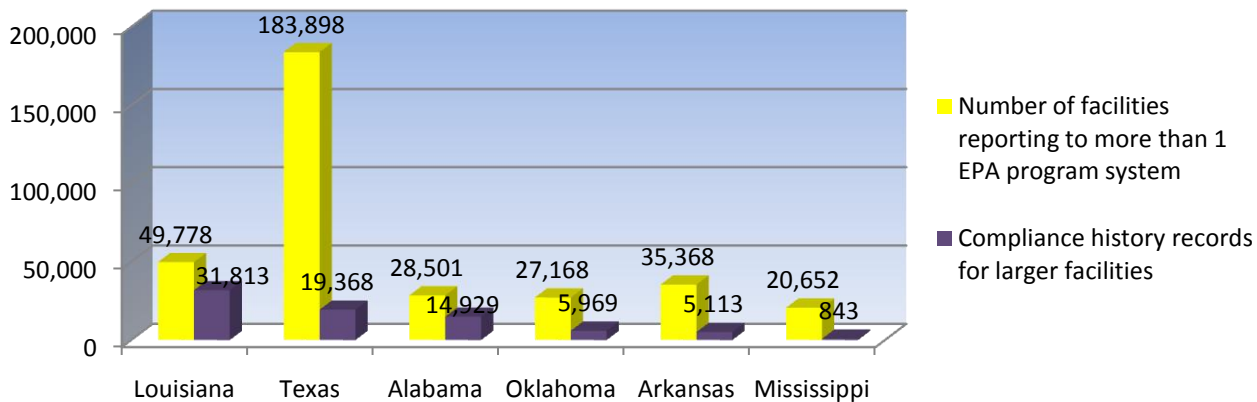
Facilities Reporting and Compliance History Records

In 2009, as a percentage of the number of facilities reporting to more than one EPA program system, Louisiana had the most active compliance program where 64% of the 49,799 facilities reporting have a compliance record.

Compliance History Records Ranked by Select Southern States for 2009

- **Louisiana had 49,778 facilities reporting to more than one EPA program system and 31,813 with compliance history records for larger facilities; a 64% compliance record.**
- **Alabama: 28,501 facilities reporting vs. 14,929; a 52% compliance history record**
- **Oklahoma: 27,168 facilities reporting vs. 5,969; a 22% compliance history record**
- **Arkansas: 35,368 facilities reporting vs. 5,113; a 14% compliance history record**
- **Texas: 183,898 facilities reporting vs. 19,368; an 11% compliance history record.**
- **Mississippi: 20,652 facilities reporting vs. 843; a 4% compliance history record.**

Facilities Information (Source: USEPA, 2009)



- Texas has three times the budget, number of employees and number of regulated facilities as Louisiana.
- Mississippi has a budget that is 90% of Louisiana's, with 39% of the employees, and only 4% of the number of regulated facilities.
- Louisiana's DEQ operates successful environmental air, water and waste regulatory programs with proportionally fewer employees and less money compared to neighboring states in the gulf region for the number of facilities regulated.

Louisiana Department of Environmental Quality

Five Year Strategic Plan

July, 2011 – June, 2016

Vision

Louisiana is a recognized leader in the protection of the environment, natural resources, health and the quality of life. A spirit of cooperation and trust exists between state government, local government, business, universities, and private citizens in seeking solutions to environmental problems. The healthy, scenic environment, complementary job opportunities, and unique culture of Louisiana all create an unmatched quality of life.

Mission

The mission of the Department of Environmental Quality is to provide service to the people of Louisiana through comprehensive environmental protection to promote and protect health, safety and welfare while considering sound policies regarding employment and economic development.

Philosophy

- The Department of Environmental Quality is an assertive proponent of a clean and healthy environment accomplishing its mission through regulatory and non-regulatory means to achieve a balance that sacrifices neither economic growth nor environmental protection.
- Decisions made by the Department of Environmental Quality are open, fair, consistent, and based on comprehensive scientific information applied in accordance with the law.
- The Department of Environmental Quality encourages stakeholder and public participation in consideration of environmental issues.
- The Department of Environmental Quality emphasizes and supports innovative and effective programs including but not limited to Pollution Prevention, waste minimization, recycling and regulatory flexibility.
- The Department of Environmental Quality promotes environmental awareness through education.
- The Department of Environmental Quality supports enhanced customer service, outreach and small business assistance.

Goals

- The Department of Environmental Quality will protect public safety, health and welfare by protecting and improving the environment (land, water, air).
- The Department of Environmental Quality will increase compliance with environmental laws (both voluntary and mandatory compliance) that meet state and federal mandates.
- The Department of Environmental Quality will operate in an efficient and effective manner.
- The Department of Environmental Quality will conduct programs that are consistent with sound policy for employment and economic development.
- The Department of Environmental Quality will work to enhance customer service.
- The Department of Environmental Quality will work to provide regulatory flexibility.

Office of the Secretary
Five Year Strategic Plan
July 1, 2011 – June 30, 2016

Agency Number: 13-850
Program: Administrative Program
Program Authorization: La. R.S. 30:2011.C (1)(a)

Vision

Louisiana is a recognized leader in the protection of the environment, natural resources, health and the quality of life. A spirit of cooperation and trust exists between state government, local government, business, universities, and private citizens in seeking solutions to environmental problems. The healthy, scenic environment, complementary job opportunities, and unique culture of Louisiana all create an unmatched quality of life.

Mission

The mission of the Administrative Program is to ensure the Department meets its performance and policy objectives by working with the other program offices.

Philosophy

- The Department of Environmental Quality is an assertive proponent of a clean and healthy environment, accomplishing its mission through regulatory and non-regulatory means to achieve a balance that sacrifices neither economic growth nor environmental protection.
- Decisions made by the Department of Environmental Quality are open, fair, consistent, and based on comprehensive scientific information applied in accordance with the law.
- The Department of Environmental Quality encourages stakeholder and public participation in consideration of environmental issues.
- The Department of Environmental Quality emphasizes and supports innovative and effective programs including but not limited to Pollution Prevention, waste minimization, recycling and regulatory flexibility.
- The Department of Environmental Quality promotes environmental awareness through education.
- The Department of Environmental Quality supports enhanced customer service, outreach and small business assistance.

Goal

The goal of the Administrative Program is to protect and improve Louisiana's environment by enhancing customer services and operating effectively and efficiently while considering sound policy for employment and economic development.

Objective 1:

The Administrative Program, through executive administration activity, will ensure that 95% of the Department's program objectives are met July 1, 2011 through June 30, 2016.

State Outcome Goal: Natural Resources

This activity allows the department to fulfill its mission which is to provide comprehensive environmental protection and promote and protect the health, safety and welfare of the state while considering sound policies regarding employment and economic development. The leadership exercised by the Executive Administration also advances the Natural Resources State Outcome Goal which is to sustain Louisiana's natural resources, to ensure a better environment and to preserve Louisiana as a sportsman's paradise while balancing our need for economic development from the management of our non renewable resources.

Strategies:

- 1.1 Provide management guidance, final decision making authority and coordination of policies within DEQ and with other government agencies.
- 1.2 Implement the Strategic Plan to ensure that budgetary allotments and policy support DEQ's mandate to protect the environment.

Performance Indicator:

Outcome: Percent of DEQ programs meeting objectives.

Objective 2:

The Administrative Program through the business, community outreach and incentives activity will improve environmental compliance and protection among small businesses, municipalities/communities and non-governmental organizations by providing statewide educational outreach and technical assistance services July 1, 2011 through June 30, 2016.

State Outcome Goal: Natural Resources

The Business , Community Outreach and Incentives Division (BCOID) advances the Natural Resources State Outcome Goal by preserving Louisiana as a Sportsman's Paradise while balancing our need for economic development from the management of our non renewable

resources. Outreach and training sessions conducted by the BCOID encourage stewardship of the state's environmental resources and in so doing, improve environmental compliance and natural resource conditions. The BCOID administers the Clean Water State Revolving Fund (CWSRF) to fund and promote wastewater projects intended to increase compliance with state and federal regulations. Additionally, the BCOID fosters partnerships with local governments, small businesses, environmental leaders, schools and the public at large to create positive change in the public's behavior regarding the stewardship of Louisiana's environmental resources.

Strategies:

- 2.1 Provide technical determinations on tax credit applications for proposed equipment to accomplish reductions in toxicity and volume of pollutants.
- 2.2 Maintain a Small Business/Small Community compliance assistance program.
- 2.3 Provide technical assistance regarding pollution prevention to small and medium-sized companies (Louisiana Small Business Assistance Program).
- 2.4 Maintain the Environmental Leadership Program (ELP), a voluntary effort for business, community and industry leaders conducting pollution prevention projects beyond regulatory requirements.
- 2.5 Administer the CWSRF to fund and promote wastewater projects intended to increase compliance with state and federal regulations.
- 2.6 Prioritize drinking water systems by parish for inclusion in the Drinking Water Protection Program.
- 2.7 Encourage formation of local committees that implement water resource protection actions for local drinking water sources and ambient surface waters.
- 2.8 Help local committees develop ordinances to protect public drinking water supplies.
- 2.9 Help community water systems develop contingency plans to implement during emergencies.
- 2.10 Accomplish nonpoint source pollution management updates as required under Section 319 of the Clean Water Act by implementing demonstration projects for Best Management Practices.

Performance Indicators:

- Outcome: Percent of municipalities implementing planned wastewater improvements to ultimately ensure compliance with the federal Clean Water Act using funds from the Clean Water State Revolving Fund.
- Percent of EnviroSchool class participants who demonstrate comprehension of the core subject matter.
- Percent of increase in Environmental Leadership Program participants committed to voluntary pollution reduction beyond regulatory compliance.

Percent of responses to requests for compliance assistance within 90 business days.

Percent of pollution control exemption applications (Act 1019) reviewed within 30 business days.

Cumulative percent of community water systems where risk to public health is minimized by source water protection.

Cumulative number of watersheds with initiated Watershed Implementation Plans for nonpoint source pollution minimization.

Objective 3:

The Administrative Program through the legal activity will respond to all (100%) legal challenges to DEQ actions so that human health and the environment are protected without interruption, and to ensure compliance of all environmental regulatory operations with applicable laws and regulations July 1, 2011 through June 30, 2016.

State Outcome Goal: Natural Resources

The Legal Division activity aligns with the Natural Resources State Outcome Goal by supporting the Department of Environmental Quality (DEQ) in protecting natural resources, human health, and the environment with consideration of economic development by prosecuting enforcement and collection actions and defending challenges to permit and other actions.

The Legal Division assists the agency in ensuring transparency, accountability, consistency, and ethical behavior are standard throughout its statewide departmental operations by observing and participating in management discussions and day to day operations, conducting legal risk analysis, and providing advice, consultation, training, and representation to the various offices of the DEQ.

Strategies:

- 3.1 Conduct peer review of targeted enforcement actions and review for legal sufficiency all enforcement documents submitted to the Legal Division.
- 3.2 Review permit actions submitted to the Legal Division to assure that the contents comply with law, regulations, and rulings by review courts.
- 3.3 Provide a timely response to requests for legal opinions using a fixed format for formal opinions, e-mail for fast turnarounds, and verbal responses where necessary.
- 3.4 Promulgate required regulations in accordance with the Louisiana Environmental Quality Act and the Administrative Procedures Act.
- 3.5 Respond to requests for information and complaints in a timely and professional manner consistent with law and regulation.

3.6 Engage in outreach to communities to assist in environmental education.

Performance Indicators:

- Outcome: Percent of referrals for which an initial legal review is provided within 30 business days of receipt.
- Percent of legally supported decisions sustained after challenge.
- Percent of responses by Ombudsman to complaints involving public participation and environmental justice within five business days.

Objective 4:

The Administrative Program through the criminal investigation activity will ensure that 100% of the determined criminal violations which meet established criteria are and forwarded to the appropriate district attorney as required by the Environmental Quality Act July 1, 2011 through June 30, 2016.

State Outcome Goal: Natural Resources

The Criminal Investigation Division (CID) supports the Natural Resources State Outcome Goal by aiding in the prosecution of environmental criminal cases involving illegal dumping and illegal discharges of pollutants to waters of the state. Such crimes directly impact the scenic beauty of our state. Louisiana’s reputation as the “Sportsman’s Paradise” would be in jeopardy without an effective criminal deterrence to the illegal discharge of pollutants and illegal dumping. CID indirectly affects the health and safety of families, children, the elderly, and veterans in Louisiana by the cumulative reduction of pollutants illegally disposed of into the air, water, and lands of the state.

Strategies:

- 4.1 Utilize criminal prosecution to supplement and support the traditional administrative enforcement process.
- 4.2 Provide training on criminal and other environmental enforcement protocols to department staff, law enforcement, and local prosecutors.
- 4.3 Provide coordination in cases involving cross-program or multi-agency efforts for criminal investigation or prosecution.

Performance Indicators:

- Outcome: Percent of criminal cases which meet established criteria and pursuant to La.R.S. 30:2025. (F)(4) are referred to appropriate district attorney for criminal prosecution.
- Input (GPI) Number of criminal leads
- Output (GPI) Number of criminal investigations conducted

Number of criminal referrals
Number of criminal investigations assisted
Number of administrative cases assisted
Number of law enforcement network/stakeholder development contacts

Objective 5:

The Administrative Program, through an audit activity, will improve compliance with the department's rules and regulations, including those among the state's waste tire dealers and motor fuel distributors, by conducting 96% of all compliance audits in the DEQ Annual Audit Plan July 1, 2011 through June 30, 2016.

State Outcome Goal: Natural Resources

The audit services activity supports the Natural Resources State Outcome Goal by ensuring compliance with applicable federal and state laws. This is accomplished by providing independent required internal audits and reviews of the department's processes and programs, ensuring compliance with Federal and state laws, and with other National and State Audit Guidelines and Procedures. Financial compliance audits provide assurance that fees paid to the department are remitted in accordance with the laws and regulations of the state which substantiates that the taxpayers' dollars are well spent.

Strategies:

- 5.1 Conduct audits and reviews of tire dealers and waste tire processors to ensure compliance with Waste Tire Regulations.
- 5.2 Conduct audits and reviews of motor fuel distributors to ensure compliance with Motor Fuel Trust Regulations.

Performance Indicators:

Outcome: Percent of compliance audits conducted of those identified in the annual audit plan.
Percent of investigations conducted based on audit findings which identify suspected fraud.

Output (GPI): Total dollar amount of unremitted fees assessed.
Total dollar amount of unremitted fees collected.
Dollar amount of motor fuel delinquent fees and penalties assessed.
Dollar amount of motor fuel delinquent fees and penalties collected.
Dollar amount of waste tire delinquent fees and interest assessed.
Dollar amount of waste tire delinquent fees and interest collected.

Objective 6:

The Administrative Program through the public information activity will communicate environmental awareness information statewide to the public through all media formats July 1, 2011 through June 30, 2016.

State Outcome Goal: Natural Resources

This activity benefits and supports the Natural Resources State Outcome Goal by providing information which helps the public, industry personnel, small business owners and elected officials understand environmental issues better, and the importance of everyone in Louisiana supporting environmental protection.

Strategies:

- 6.1 Respond to calls from reporters seeking information regarding environmental issues.
- 6.2 Set up and arrange for television, radio and print media interviews with executive and technical program staff.
- 6.3 Prepare technical staff addressing the media.
- 6.4 Arrange and conduct press conferences and other media events.
- 6.5 Utilize the department's website to provide information and direct people to the site for information.

Performance Indicators:

Outcome: Percent of responses to media requests within five business days.
 Number of newspaper mentions regarding DEQ's actions on environmental issues.