LEADING THE WAY

in the 21st Century



Department of Environmental Quality FY 2019-2024 Strategic Plan

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MESSAGE FROM THE EXECUTIVE DIRECTOR



DEQ celebrates its 25th anniversary on July 1, 2018 – a quarter century of service to the citizens and businesses of Oklahoma. Adoption of *Leading the Way* is an exciting opportunity to reflect on our experiences of the past quarter century and apply what we've learned to the next. My personal aim is for DEQ to be what government should be – a true servant of the people while also protecting and improving our environment.

These are not mutually exclusive. We can, and will, do both. To do so effectively will require vision, leadership, and action. We must be willing to look introspectively at what we've done, learn from our successes and failures, challenge our old ways of doing things, seek the input of those we serve, and apply all of what we discover to better serve our customers.

We will do this through our guiding values of SERVICE:

- Satisfying Customers
- Engaging Employees
- Reducing Costs
- Adding **V**alue
- Improving Operations/Efficiencies
- Fostering Creativity and Innovation
- Exhibiting Excellence

The surveys that were completed by citizens, Oklahoma businesses, and state agencies as part of this effort overwhelmingly proved what I already knew – DEQ is composed of top-notch professionals who are committed to protecting Oklahoma's beautiful natural resources and providing exceptional service to our customers. I thank each and every one of you. The surveys also identified many areas for improvement. The challenge before us is to seek and embrace those improvements, putting SERVICE at the heart of everything we do. I am honored to be the Executive Director of DEQ and work with some of the most committed and compassionate public servants in state government. Thank you for 25 years of exceptional service. I look forward to seeing what you will accomplish in the next 25 years.

Scott Thompson, Executive Director

I. Executive Summary

The road to *Leading the Way* began 25 years ago when DEO was created on July 1, 1993. At that time, many of the statutory authorities and environmental protection functions that were under the Oklahoma State Department of Health were transferred to DEQ. Over the next several years, we discovered that efficiencies could be gained by bringing all of DEQ's functions and programs under a single, unified management tool called FOCUS to align each Division's and each employee's tasks with the mission, goals and objectives of the agency. FOCUS also provided a consolidated work plan for DEQ's annual Performance Partnership Grant application to EPA. The first FOCUS document was published in Fiscal Year 1997.

In the past 25 years, DEQ and its responsibilities have changed substantially-several changes in leadership both at the Executive and Division levels, restructured management roles, new federal mandates and EPA programs, new DEQ programs, vastly improved technology, reduced federal grant dollars, and uncertain budgets. In spite of these changes, our statutory authorities are very similar to those of 25 years ago, and the goals and

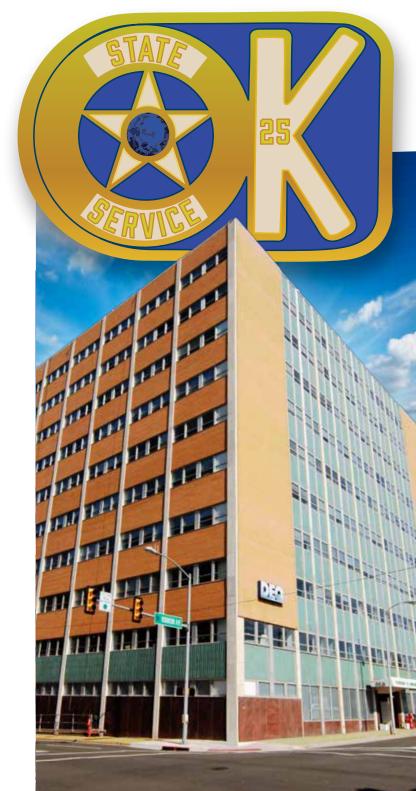
objectives

outlined in *FOCUS* have not appreciably changed in at least 19 years.

With 25 years of experience as an independent agency, we know what's working well and what could be better. This is the perfect time to evaluate all of our statutory authorities and internal processes and procedures, and work with our customers, agency management and staff, and our legislative leaders to effect changes that will benefit the environment and all Oklahomans.

The concept for an ambitious Leading the Way plan was born from this desire to improve. By soliciting input from Oklahoma's businesses, citizens, and other state agencies who routinely interact with us, we learned what they believe we are doing well and where we can improve. Applying this information with the lessons of the past 25 years, DEQ can lead the way in government by becoming a more efficient and more customer-friendly agency while continuing our primary role of protecting our environment.

Oklahoma is rich in history and natural resources. From the wind-swept, tallgrass prairies of pre-statehood to today's wheat fields, cattle ranches, rivers and lakes, small towns and large cities, our air, land and water are precious resources that have been shared by generations. DEQ's responsibility is to protect those resources today and for future generations, but we also understand this is best done in collaboration with our citizens and businesses. "Leading the Way through SERVICE" is how we will fulfill this responsibility for the next quarter century.



II. Where We Were



DEQ became an independent agency July 1, 1993 by the authority of the **Environmental Quality** Act (Act). The Act's goals were to improve environmental protection by eliminating redundancies, improve responses to citizen complaints and better define areas of environmental jurisdiction. Through the legislation, a number of environmental functions across various state agencies were integrated into a single Department of Environmental Quality.

The Act also identified six broad programs for which DEQ would be responsible. Through these programs, DEQ has been the lead state agency for the past 25 years working to meet the goal of protecting Oklahoma citizens and our environment. As with any new agency, DEQ experienced significant growing pains. Our early years could be described as rigid, reactive, random, and lacking real

identity.

Purpose of the Environmental Quality Act

- 1. Ensuring the environmental regulatory concerns of industry and the public are addressed in an expedient manner.
- 2. Improving the manner in which citizen complaints are tracked and resolved.
- 3. Better utilizing state financial resources for environmental regulatory services.
- 4. Coordinating environmental activities of state environmental agencies.

PROGRAMS ESTABLISHED BY THE ACT



An air quality program



Water Programs



Land Protection Programs



Special Projects & Services



A Complaints Program



A Customer Assistance Program

RIGID

As a new agency, a rigid, fairly autocratic atmosphere was necessary to help ensure all of the new agency functions were pointed in the same direction.

REACTIVE

As we worked to fully understand our new authorities and develop new programs, we frequently worked in a reactive mode to address problems.

RANDOM

Initially, the new DEQ divisions were scattered across Oklahoma City. This resulted in a lack of cohesiveness within the agency in general and especially between Divisions.

LACK OF IDENTITY

For years, Oklahoma businesses and the public had dealt with many agencies to ensure all environmental concerns were addressed. Many folks were not sure who DEQ was. As DEQ matured over the next 25 years, all of those growing pains were resolved. Today DEQ is more flexible, proactive, systematic, and known by Oklahoma's citizens and businesses, yet new challenges have emerged. These include new federal mandates and EPA programs, new DEQ programs, technological advances, tightening budgetsseveral changes in leadership both at the Executive and Division levels, restructured management roles, and many others.

It is against this backdrop that we decided our 25th anniversary was the perfect time to re-evaluate what has worked well during the past 25 years, see where we can improve, and evolve DEQ into an agency poised to tackle 21st Century challenges for the benefit of our environment and all Oklahomans. *Leading the Way* is our plan to do just that.

III. DEQ Organization

DEQ is composed of the Office of the Executive Director and six Divisions. The Office of the Executive Director includes the Office of the General Counsel, Criminal Investigations and the Office of External Affairs. The six Divisions are Administrative Services, Air Quality, Environmental

Complaints and Local Services, Land Protection, State Environmental Laboratory Services, and Water Quality. Each Division is further divided into functional Sections and Units. Appendix A is a complete agency organizational chart.

IV. Development of Leading the Way

Directors and Assistant Directors completed a Values Analysis and a Mission Impact Analysis in November 2016. The Values Analysis was to identify what principles should guide our functions. The Mission Impact Analysis was to identify those factors that impact (positively or negatively) how DEQ achieves its mission. As a result of those analyses, eight values and ten mission impacts were identified.

Using the values and mission impact analyses as a guide, three surveys were developed targeting DEQ's customers, the general public, and other state agencies. The purpose of the surveys was to gather information about how well we are achieving these values, factors that may be helping or impeding our ability to provide optimum

service, and to gather additional

information that was important for a thorough evaluation of these and other areas. In total, 6,427 entities were directly invited to participate in the survey and 1,187 surveys were completed – an overall 18.4% response rate. An additional 84 surveys were completed from links provided on DEQ's webpage and in social media posts. The survey results were reported in an October 17, 2017 document titled *Leading the Way: A* Summary of Customer, General Public and State Agency Surveys.

Finally, a two-day planning meeting was held with Directors, Assistant Directors, and a professional facilitator in November 2017. The Mission and Values Analyses and survey results guided discussions so that at the conclusion of that meeting, a broad outline for DEQ's next five years had emerged.



Innovation



Mission & Values

V. Critical Obstacles

The state of the s

Anytime an organization seeks significant change, obstacles can be expected. Some we can absolutely control; others are not fully in our control. Regardless, we must strive to mitigate them so progress can be made. During the planning meeting, Directors and **Assistant Directors** identified a number of obstacles that may impact this plan. To maximize the success of Leading the Way, these obstacles should be addressed.

Budgets and Funding

DEQ's operational funds come primarily from fees, though some programs receive legislative appropriations and several programs receive grants from EPA and other organizations. Income is also derived from targeted sources for specified purposes, such as the sale of environmental license plates to help support DEQ's environmental education efforts. Income from revenue streams has diminished for a number of years and continues to do so. In today's environment of reduced funds and tightening budgets, we must find ways to stretch the dollars we have by streamlining processes, reducing or eliminating unneeded programs, and

introducing other efficiencies to make those dollars go further. Funding and budget issues also result in the agency not having the staffing levels needed to complete our mission. Introducing efficiencies will ensure the staff we have work smarter, not just harder.

Statutory Framework

When the legislature created DEQ, it established the legal framework within which we operate. Over the ensuing 25 years, we have learned what works well, what can be improved, and what no longer serves the agency and our customers well. We must be willing to critically look at that framework, evaluate what changes are needed to have a 21st Century agency, and work closely with legislative leaders to articulate how DEO can continue to protect the environment while better serving Oklahoma's businesses and the public.

Federal Mandates

Many of our functions are subject to numerous federal requirements. While it is much more difficult to change federal requirements, we can still identify those that are

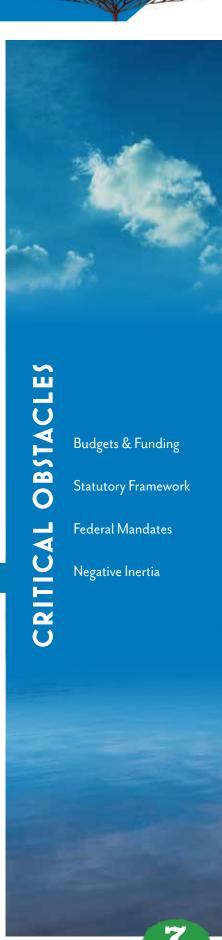
impeding our ability to have the agency we desire and what could be done to make them better.

Knowing other states likely have many of the same concerns, we should continue to work closely with national organizations such as the Environmental Council of States to garner support for recommending changes to congressional leaders and EPA.

We can also reduce the impact of federal requirements that do not serve Oklahoma businesses and citizens well by challenging old ways of thinking with an understanding there may be many ways within the regulations to achieve the same outcomes.

Negative Inertia

The issues facing DEQ today, and the methods available to address them, are not the same as those 25 years ago. When major changes in an organization are contemplated, there is often a resistance to change due to concerns that things might not go as planned or there may be unintended consequences. Moving forward with the changes needed to improve the agency and the services we provide will require leadership at all levels.



VI. DEQ's Foundation for Leading the Way

To develop a long-term plan so the agency can *Lead the Way* for the future, we need to go back to fundamentals and take a hard, introspective look at what DEQ was created to do, how we do what we were created to do, and why we do it.

The answers to these questions are derived from our four foundational elements. Keeping these elements at the forefront of all we do will ensure we stay on track to implement our long-term plan.

DEQ's Foundational Elements

Our Mission and Vision • Our Values
Our Agency Priorities • Our Strategic Focus



Our Mission and Vision

A Mission Statement is a concise, written statement describing an organization's goals and philosophies – what the organization does, how it does what it does, and why. DEQ's new mission statement was formally released on January 18, 2018 and answers each of these questions.

A Vision Statement presents a mental picture of what an organization wants to achieve over time. It is the planned outcome from implementing DEQ's mission.



DEQ MISSION

"The mission of the Oklahoma Department of Environmental Quality is to protect people through the air we breathe, the water we drink, and the land on which we thrive, helping to make Oklahoma an even better place to live."

DEQ VISION

"To eliminate the effects of unintended consequences of historic development, to prevent new adverse environmental impacts and to provide significant input into national decision making, all the while enhancing both the environment and the economy of Oklahoma."





Our Values

DEQ was created with a fundamental responsibility to protect and improve our environment; however, we also believe government at all levels should be a true servant of the people.

We call our set of values S-E-R-V-I-C-E to represent the seven values we will employ to serve each other and the citizens and businesses of Oklahoma.

Satisfying Customers
Ingaging employees
Reducing costs
Adding Value
Improving operations & efficiencies
Fostering Creativity and innovation
Exhibiting Excellence

AGENCY PRIORITIES

Protection and Improvement of Oklahoma's Air Quality

Protection, Preservation and Restoration of Oklahoma's Land

Protection, Preservation and Restoration of Oklahoma's Water

BY

Fair, Consistent, and Effective Regulation and Oversight

Responding to Natural Disasters, Environmental Emergencies and Citizen Complaints

Providing Expertise, Technical Assistance and Outreach

Enhancing Economic Development

Being Efficient, Effective and Fiscally Responsible

Our Agency Priorities

DEQ's Mission and Vision are the 20,000-foot view of what we want to do. Our Values further define how we will do what we want to do. All three are our guide for everything that follows.

Reduced funding, uncertain budgets and reduced staffing necessitated an evaluation of our programs and functions to ensure we are focusing diminishing resources on the most critical areas to achieve our mission and vision which will, in turn, protect our environment and the health of our citizens.

To derive these priorities, we again went back to the basics – what were we created to do, how we do it and why – to identify our core priorities and how we will achieve them. As part of *Leading the Way* Plan, all agency programs will be evaluated against these priorities.

Our Strategic Focus

Once Agency Priorities were identified, we then evaluated how we can best address those priorities. A full day of the two-day planning meeting was devoted to this evaluation. The outcome was five broad agency goals to replace the current goals

that have been largely unchanged in the last 19 years. With goals established, we can then identify specific objectives to help us reach each goal and the step-by-step tasks to achieve each objective.

AGENCY GOALS

- Goal 1. Foster an agency atmosphere that places SERVICE at the forefront of agency planning and execution, internal communications, and interactions with citizens, businesses, and our local, state, and federal counterparts.
- Goal 2. Establish efficient and transparent permitting processes to produce timely, cost-effective, and enforceable permits.
- Goal 3. Maintain a responsive, equitable and timely environmental complaints process and emergency response system.
- Goal 4. Ensure agency rules and compliance monitoring/enforcement processes are transparent, easy to understand, and fairly administered.
- Goal 5. Use technology to improve agency transparency, customer compliance with environmental laws, and information dissemination.

VII. Unifying Our Foundational Elements





With the broad overview set by the Mission and Vision, establishing Agency Priorities, and developing a Strategic Focus with goals to address those priorities, we have the essential elements to achieve our environmental protection responsibilities. The critical piece to enable us to be true

servants of the people is SERVICE. By bringing all four foundational elements together – with SERVICE as the overarching, unwavering set of values for everything we do – DEQ is poised to lead the way in the 21st Century with the strongest foundation possible. Visually, this unification is

reflected by the Department of Environmental Quality Strategic Map (Appendix B).

"Leading the way through SERVICE" represents our commitment to being the public servants we believe all Oklahomans expect while we perform our environmental protection responsibilities.

VIII. Agency Goals, Objectives, & Tasks

Appendix C is the culmination of this entire effort – the agency-wide objectives and tasks we plan to accomplish for each goal. We understand, however, that this plan will not be

static. As objectives are completed or unforeseen circumstances arise, we can expect to add new objectives and tasks or revise those we already have. As we complete each objective, we will

demonstrate our commitment to both environmental protection and SERVICE to each other and Oklahoma's citizens and businesses.

IX. Integration of Leading the Way and FOCUS

While *Leading the Way* lays out broad agency goals and objectives, DEQ's Divisions have the crucial responsibility of addressing finer details that will

help the agency achieve its goals. These details will be formalized by Divisionspecific plans to align Division objectives and tasks with *Leading the Way* goals. Our current *FOCUS* document is a great tool to do that; however, revisions will be needed so it can accomplish two objectives:

- complement the larger *Leading the Way* plan by outlining each Division's more specific objectives and tasks to help DEQ achieve its goals, and
- continue to address other activities to be performed by the Divisions, such as grant commitments.

For Fiscal Year 2019, we will continue with the current *FOCUS* format. Once the FY 2019 *FOCUS* is final, a workgroup will be

established to evaluate how *FOCUS* can be revised to incorporate Leading the Way while continuing its utility as an overall

Division planning tool. The new *FOCUS* document will be implemented for FY 2020.



X. Plan Dissemination, Monitoring, and Updates

Leading the Way will be released to DEQ employees by posting on the agency's network drive. Because customer service and transparency are core aspects of this plan, we will also post *Leading the Way* to DEQ's Web site.

The Office of External Affairs will be responsible for monitoring progress completing the agency goals and objectives. Each Division will be responsible for monitoring the Division's plans.

At least quarterly, a Directors' meeting will be devoted exclusively to reviewing progress meeting the agency goals and objectives. OEA and each Division will be prepared to review progress, identify problems that have arisen, suggest mid-course corrections, refine objectives/tasks, etc.



XI. Credits

Leading the Way would not have been possible without the efforts of many people.

The vision of DEQ's Executive Director and Deputy Director, Scott Thompson and Jimmy Givens, got this effort off the ground and their continued leadership will ensure its success.

DEQ's Division Directors and Assistant Directors provided a tremendous amount of insight gained from over 100 years of collective experience to prepare the Values and Mission Impact Analyses – the stepping stones to *Leading the Way* – and contributing to the November 2017 Planning Meeting.

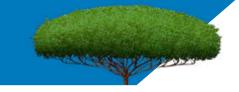
Skylar McElhaney (OEA), Fenton Rood (LPD) and Jon Roberts (OEA) developed the survey questions based on the information gleaned from the Values and Mission Impact Analyses.

Melanie Foster (AQD), Cliff Hoyle (LPD), Robert Huber (ECLS), David Pruitt (WQD), Jon Roberts (OEA) and Jay Wright (SELS) reviewed nearly 1,300 survey responses and nearly 2,400 individual comments to prepare the survey summary report.

Catherine Sharp (ASD), Kathy Aebischer (ASD), Loree Boyanton (ECLS) and Jon Roberts (OEA) pulled all of the information together from the surveys and two-day planning meeting to develop this plan.

Tim Hast, with Encore
Life Skills, facilitated the
two-day planning
meeting with Directors
and Assistant Directors
to draw out the
knowledge, skills, work
experiences and insight
of all participants, and
ensured everyone
remained focused on
creating ideas to be
incorporated into
this plan.

Appendix A: DEQ Organizational Chart (as of January 2018)



Legal Services

Criminal Investigations

Office of the Executive Director

Office of External Affairs

Media, Publications & Graphics
Compliance & Technical Assistance

Administrative Services Division

Records Management

Training & HR Programs

Building Operations

Financial Management

- Budgets, Payables & Grants Management
- Revenue Management
- Acquisition Management

Human Resources Management

- HR Management Section

Air Quality Division

Quality Assurance

Infrastructure Management & Program Services

Data & Planning

- Emission Inventory
- Technical Resources & Projects
 - o Lead-based Paint o Asbestos
- Rules & Planning
- Monitoring

Enforcement

- Enforcement Section
- Compliance Section
- Surveillance Section

Permitting

- Existing Source Permits
- New Source Permits
- Engineering Section

Regional Office at Tulsa

- Enforcement & Compliance
- Permitting
- Monitoring
- Asbestos

Environmental Complaints & Local Services Division

Field Offices

- Central Region
 - o Oklahoma City
 - o Stillwater
- West Region
- o Burns Flat
- o Enid
- o Guymon
- o Lawton
- o Woodward - South Central Region
 - o Ada
 - o Ardmore
 - o Duncan
 - o Purcell
- o Tecumseh
- Southeast Region
 - o Durant
 - o Henryetta
 - o McAlester
 - o Poteau
 - o Sallisaw
 - o Valliant
- Northeast Region
 - o Bartlesville
 - o Grove
 - o Tulsa
 - o Wagoner

Permitting

- Onsite Sewage & TRLs
- Stormwater & Minor Water

Programs Management

- Complaints &
- Administrative Section o Complaints
- Data Management

Land Protection Division

Quality Assurance Officer

Hazardous Waste/Radiation Management

- Radiation Management o Compliance
- o Inspection
- Hazardous Waste Compliance
- o Data Management
- o Inspection - Hazardous Waste
- Permitting/ Corrective Action
 - o Hazardous Waste
 - Permitting
- o Groundwater Assessment

Remediation Unit

- Site Remediation
 - o Site Assessment
 - o Remediation
- Voluntary Cleanup
 & Brownfields
- o VCP
- o Brownfields
- Site Cleanup Assistance

Risk Management

- SARA Title III & Tier II

Solid Waste & Sustainability

- Solid Waste Permitting o Land Disposal Facilities
 - o UIC
 Solid Waste Compliance
- o Solid Waste Inspection
 Used Tire Recycling
- Land Restoration

State Environmental Laboratory Services Division

Laboratory Accreditation

Quality System

Customer Assistance

- Laboratory Customer Assistance
- Statewide Sample & Data Management

Inorganics Analysis

- General Chemistry
- Metal & Radiochemistry
- o Radiochemistry
- o Metals
- Environmental Microbiology

Organics Analysis

- GC/MS Organics
- o Purgeables Analysis
- o Extractables Analysis
 GC Organics
 - o Sample Preparation

Water Quality Division

WQMAC, Finance, Personnel, Support & Emergency Response

Next Gen Reporting/Op Cert

- Next Gen Reporting & OA/OC
- Operator Certification

Public Water Supply

- PWS Compliance Tracking
- DWSRF
- Field Inspection/ Enforcement

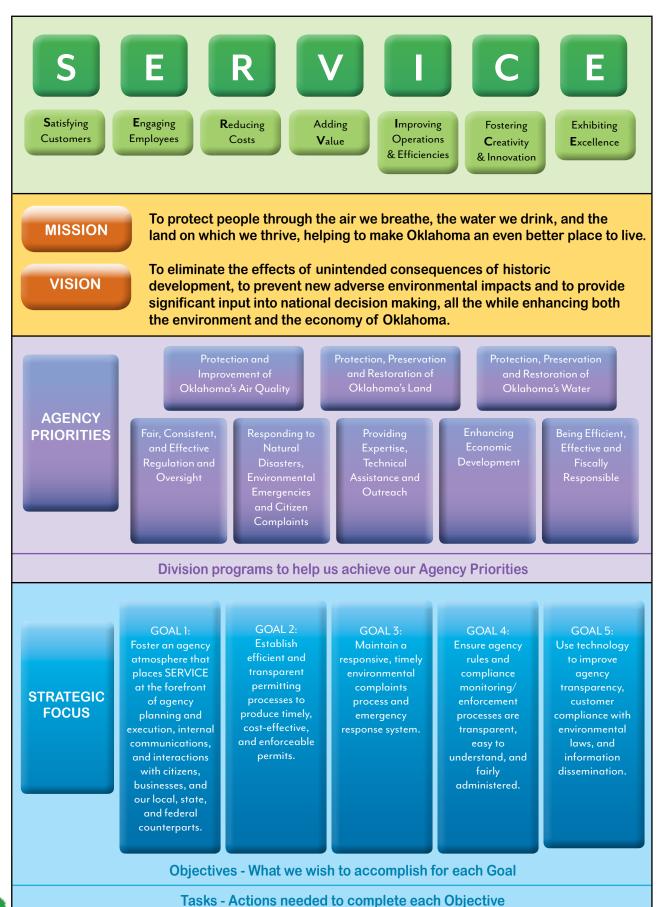
Wastewater

- Wastewater Compliance
- Industrial & Stormwater Field Inspections & Enforcement
- Municipal Field Inspection & Enforcement
- Industrial Discharge Permitting
- Municipal Discharge & Stormwater Permitting

Water Quality Planning

- Construction Permitting/
- Engineering Report Review
- Watershed Planning
- Reclaimed Water/ WaterReuse

Appendix B: Department of Environmental Quality Strategic Map





Appendix C: Agency Objectives and Tasks



The following objectives and tasks are derived from the Values and Mission Impact Analyses performed by Directors and Assistant Directors, the surveys of DEQ's customers, the general public, and other state agencies, and discussions from the November 2017 planning meeting with Directors and Assistant Directors. One recurring theme from each of these is the need to be more efficient. The Executive Director made it a point during the planning meeting that we are going to be serious about implementing LEAN principles as a way to both reduce costs (to DEQ and our customers) and improve service. Doing so will enable staff to work smarter, not harder. Everything is on the table to reevaluate by looking through the eyes of a third person to avoid redundancy, eliminate onerous requirements, and streamline processes. As one comment from the planning meeting noted, we should "incorporate LEAN into our DNA culture." Each of these objectives should be pursued with an eye toward LEAN.

Goal 1 – SERVICE. Foster an agency atmosphere that places SERVICE at the forefront of agency planning and execution, internal communications, and interactions with citizens, businesses, and our local, state, and federal counterparts.

Objective	Due Date	Task	Lead
1.Complete prioritization of agency programs	12/31/2018	Develop program evaluation criteria. Prioritize programs.	ASD
2. Release new FOCUS Document	7/1/2019	1. By 7/1/2018, create FOCUS Committee.	ASD/OEA
		2. Evaluate current <i>FOCUS</i> format and make recommendations for a new LTW format.	Committee EXD
		3. Approval of new format.4. Work with Divisions to move current <i>FOCUS</i> info to new format.	ASD/OEA
			5. Feb 2019, begin <i>FOCUS</i> review/update exercise with EPA.
		6. Release new FOCUS.	ASD
3. In conjunction with Dept. of Commerce (DOC), and subject to available funding, complete	6/30/2020	1. Each division identifies up to two programs where economic impacts can be measured. (3 months)	All Divisions
economic impacts of agency programs.		2. Prioritize the programs submitted by Divisions	OEA/Divisions
agane) programio.		3. Coordinate with DOC on protocol for performing studies and provide assistance as necessary.	OEA/Divisions

Objective	Due Date	Task	Lead
4. Develop a DEQ SERVICE Standard to improve responsiveness to internal and	12/31/2018	Create a cross-divisional Customer Service committee of technical and administrative staff.	OEA/Divisions
external customers and establish a process to continually evaluate customer service.		2. Committee performs those actions necessary to formalize the Standard in an SOP.	Committee
		3. Submit draft SOP for internal review.	Committee
		4. Submit final SOP to EXD for approval and release to all DEQ.	OEA
5. Implement at least two (2) projects to improve employee engagement in	Jun 30th each year	Customer Service committee obtains input from employees and develops list of projects to provide to EXD through OEA for approval.	Committee/ EXD
agency operations.		2. Prioritize projects.	Committee
		3. Implement at least 2 projects per year.	All Divisions
6. From the customer outreach efforts requested in the surveys,	Jun 30th each year	1. Develop a final list of customer outreach to do and prioritize. (Two months)	
complete at least two per year.	,	2. Complete two outreach efforts per year.	OEA/Divisions
7. From the general public outreach efforts requested in	Jun 30th each year	1. Develop a final list of general public outreach to do and prioritize. (2 months)	
the surveys, complete at least two per year.	0.00.2) 0.02	2. Complete two outreach efforts per year.	OEA/Divisions
8. Continuously review LTW progress.	Quarterly	Devote at least one brownbag meeting each quarter to a review of both agency-wide projects and individual Division progress.	EXD/OEA

Appendix C (Continued)



Goal 2 – Permitting. Establish efficient and transparent permitting processes to produce timely, cost-effective, and enforceable permits.

Objective	Due Date	Task	Lead
1. Reduce <i>agency average</i> time to issue permits, licenses and other authorizations by 25%.	6/30/2023	1. Establish cross-divisional Permit Efficiency committee. (1 month)	Agency Chief Engineer (ACE)
other authorizations by 25%.		2. Complete study of the average time to process permits, licenses, and other authorizations over the past 5 years. (3 months)	ACE/Committee
		3. Complete development of a strategy for reducing permit timelines across the agency by 25%, which may include suggestions for statutory/rule/SOP changes. Obtain EXD approval. (12 months)	Committee
		4. Complete recommended rule changes & seek recommended statutory changes. (FY 2021)	Divisions/EXD/ Legal
		5. Monitor permit issuance timelines.	ACE/OEA/ Divisions

Goal 3 – Complaints. Maintain a responsive, equitable and timely environmental complaints process and emergency response system.

	Objective	Due Date	Task	Lead
1.	Resolve 100% of complaints within 90 days of receipt by DEQ.	Ongoing	Track complaints at 60 days and notify Divisional Complaint Coordinators of the upcoming deadline.	ECLS
2.	Review current complaint resolution standard (100% in 90 days) to see if it should be revised.	12/31/2018	 Evaluate and provide recommendations, if deemed necessary. Approve revised standard. 	ECLS EXD
			3. Update SOPs and notify all staff who may handle complaints.	ECLS
3.	Ensure EMS is updated by all staff assigned a complaint.	Every 2 weeks	Managers & Divisional Coordinators review complaints to ensure two week updates are occurring.	All Divisions

	Objective	Due Date	Task	Lead
4.	Ensure consistency within the EMS complaint process	Annually	 Provide EMS training for complaint investigators Facilitate informational meetings between DEQ Complaint Coordinators Update DEQ Complaints Procedure 	ECLS
5.	Update DEQ Emergency Response Plan & Procedure	12/31/2018	 Update current DEQ Emergency Response Plan & Procedure Provide draft to DEQ Multi-Divisional Incident Response Team and DEQ Directors for comments 	DEQ Emerg Response Coord
6.	Ensure Multi-Divisional communication during Emergency Response events	Ongoing	Continue bi-weekly meetings of the DEQ Multi-Divisional Incident Response Team	All Divisions

Goal 4 – Rules, compliance & enforcement. Ensure agency rules and compliance monitoring/enforcement processes are transparent, easy to understand, and fairly administered.

Objective	Due Date	Task	Lead
Improve consistency of rule interpretations	6/30/2019	 Each Division identifies which of its rules are the most misunderstood or misinterpreted by staff or regulated community. (6 months) Develop a standard interpretation for each rule identified. Complete training of staff, development of guidance documents, etc. 	Divisions/Legal
2. Complete a targeted review of DEQ statutes and rules & develop a prioritized list of those that should be clarified, streamlined, or eliminated.	6/30/2020	 Each Division with rulemaking authority, under oversight of appropriate Councils and with involvement of regulated community, completes a targeted review of its statutes/rules. EXD approves list. 	Divisions/Legal EXD



Objective	Due Date	Task	Lead
3. Complete statutory/rule changes identified, based on established priorities.	6/30/2024	1. From Goal 4, Objective 2, complete recommended rule changes & seek recommended statutory changes.	Legal/ Divisions
4. Develop plan to enhance compliance with regulatory requirements through means other than enforcement.	12/31/2018	 Each Division establishes a workgroup of appropriate staff for this Objective. (1 month) Workgroups seek input from division staff and regulated community to develop a plan or list of recommendations. 	Divisions/Legal Workgroups
		3. Obtain plan approval from Division Director.	DD

Goal 5 – Technology. Use technology to improve agency transparency, customer compliance with environmental laws, and information dissemination.

Objective	Due Date	Task	Lead
Complete deployment	12/31/2018	1. Work with vendor to design new web site.	OEA
of new DEQ web site.		2. Obtain web site approval.	EXD
		3. Train Division web page managers on the new design.	OEA
		4. Work with Divisions to transfer content from old web site to new.	OEA/Divisions
2. Implement new or improved online services.	At least 2 per year	1. IT Workgroup develops a comprehensive list of all online services currently available to DEQ customers and a prioritized list of additional candidates for online services. (2 months)	IT Workgroup
		2. Identify needed improvements in current online services and a project plan for implementing (e.g. goals, objectives, tasks, infrastructure needs, etc.) (6 months)	IT Workgroup
		3. Work with appropriate Divisions to implement at least 2 new or improved services each fiscal year.	IT/ASD/ Divisions

Objective	Due Date	Task	Lead
3. Implement ePermitting for all DEQ licenses and permits.	6/30/2024	 Establish ePermitting Workgroup of license/permit staff & managers from each Division + IT. Workgroup develops project plan for EXD approval (e.g. goals, objectives, tasks, infrastructure needs, permit/license prioritization, etc.) (6 months). IT works closely with each Division to develop, test, and implement ePermitting. 	All Divisions/IT
4. Make DEQ records available online.	6/30/2024	1. Establish Workgroup of Central Records and Division staff, and IT.	ASD/Divisions/ IT
		2. Workgroup develops a project plan for EXD approval (e.g. goals, objectives, tasks, priorities, records that should be excluded from online availability, infrastructure needs, etc.) (6 months)	Workgroup
		3. Have all documents online except those that are confidential or should be excluded for some other identified, valid reason.	ASD