

**Louisiana**  
**Department of Environmental Quality**  
**Five Year Strategic Plan**

**July 1, 2014 - June 30, 2019**

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# **Department of Environmental Quality**

## **Strategic Plan**

### **Executive Summary**

This strategic plan covers 2014 to 2019.

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.

All Department employees, officials, and organizations will comply with the Department's Records Management Policy and all related policies and procedures issued by the Department's Records Management Section. All employees are responsible for the day-to-day maintenance

and handling of records that they create, receive, and access as part of official Departmental business. Performance/LaPAS data is to be maintained in agency databases and spreadsheets in accordance with the official Department Records Management Policy. This data will be continuously reviewed for accuracy and integrity by division administrators and management for each office prior to reporting.

# **Louisiana Department of Environmental Quality**

## **Five Year Strategic Plan**

### **July, 2014 – June, 2019**

#### **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, 2014 – June 30, 2019**

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

**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 help the Department fulfill its mission. As the managerial and overall policy coordinating agency for the Department, the Administrative Program will facilitate achievement of environmental improvements by promoting initiatives that serve a broad environmental mandate, and by representing the Department when dealing with external agencies.

**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 improve Louisiana's environment by enabling the Department to provide the people of Louisiana with comprehensive environmental protection in order to promote and protect health, safety and welfare while considering sound economic development and employment policies.

The Executive Administration provides executive oversight and leadership to the four agency functions of the Department of Environmental Quality. They are: Office of the Secretary, Office of Environmental Compliance, Office of Environmental Services, and Office of Management and Finance.

## **Objective 1:**

The Administrative Program, through the executive administration activity, will ensure that 95% of the Department's program objectives are met July 1, 2014 through June 30, 2019.

### **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, 2014 through June 30, 2019.

### **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 days.
  - Percent of pollution control exemption applications (Act 1019) reviewed within 30 business days of receipt.
  - Cumulative percent of community water systems where risk to public health is minimized by source water protection.
  - Cumulative number of watersheds where management measures described in Watershed Implementation Plans are being implemented to reduce non-point source pollution discharges.

**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, 2014 through June 30, 2019.

**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 criminal cases investigated by LDEQ CID, which meet established criteria, are referred to the appropriate district attorney as required by La. R.S. 30:2025(F)(4) and the Environmental Quality Act July 1, 2014 through June 30, 2019

**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 external compliance audits in the DEQ Annual Audit Plan July 1, 2014 through June 30, 2019.

**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.
- 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, 2014 through June 30, 2019.

**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.
- 6.6 Prepare brochures, educational materials, power points and educational support aids for the department
- 6.7 Produce an e newsletter chronicling DEQ and environmental activities

**Performance Indicators:**

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