

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

**July 1, 2008 - June 30, 2013**

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# **Department of Environmental Quality**

## **Strategic Plan**

### **Executive Summary**

This strategic plan covers 2008 to 2013.

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:

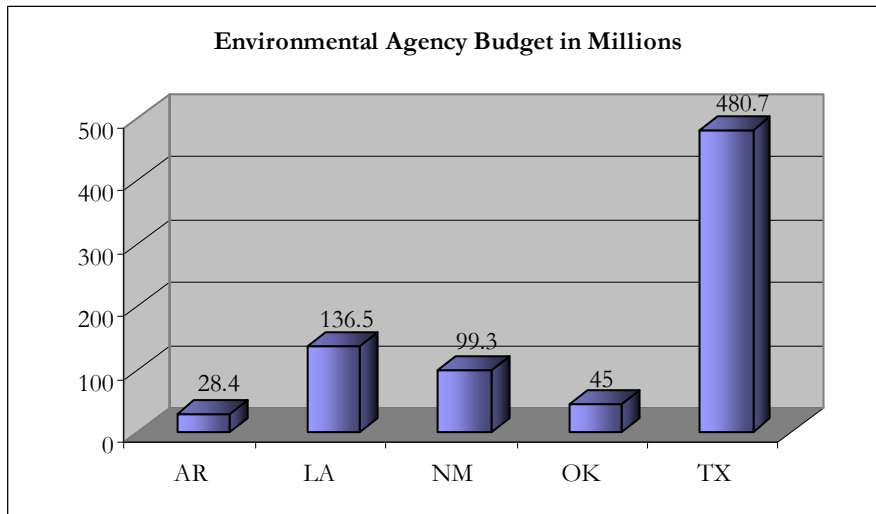
1. Protect public safety, health and welfare by protecting and improving the environment (land, water, and air).
2. Increase compliance with environmental laws (both voluntary and mandatory compliance) that meet state and federal mandates.
3. Operate in an efficient and effective manner.
4. Conduct programs 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, Office of Environmental Assessment and Office of Management and Finance

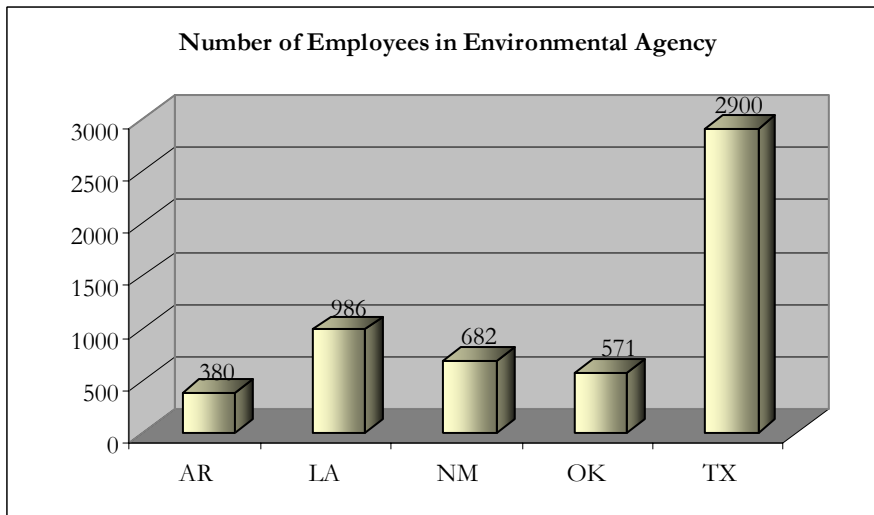
#### **Benchmarking**

Louisiana does more with less in environmental quality.

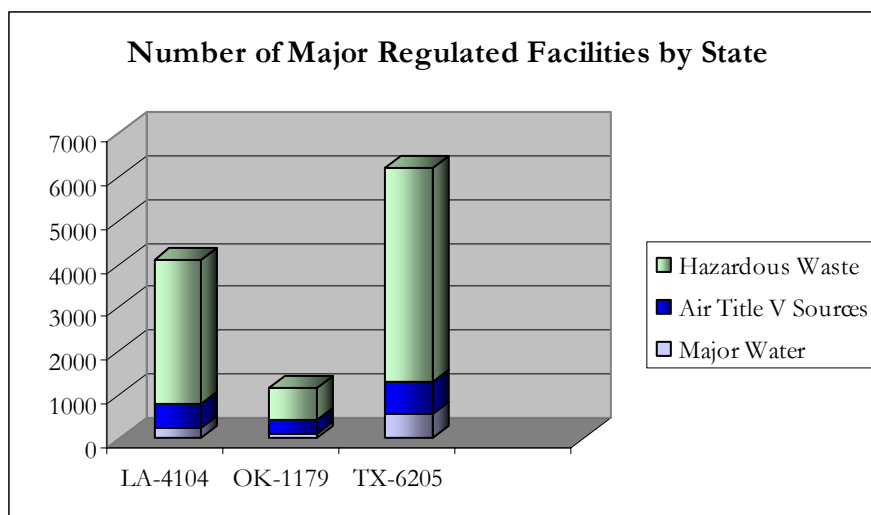
The states that are compared below are part of the Environmental Protection Agency Region 6: Arkansas, Louisiana, New Mexico, Oklahoma, and Texas. The size of the budgets in these states varies between \$28.4 million dollars for Arkansas and \$480.7 million for Texas. Louisiana has the second highest budget at \$140.7 million dollars.



These differences in budgets for these states reflect wide divergences in the sizes of the environmental agencies in these states. The Arkansas DEQ has 380 employees while Texas has 2900. Louisiana has the second largest agency with 986 employees.



Arkansas and New Mexico have small industrial bases, and have not been used for the following comparison. Louisiana, Texas, and Oklahoma have industrial bases that can be roughly compared. However, there are significant differences in budget, size and the number of major regulated facilities in each of these states.



Texas has 6205 major regulated facilities, Louisiana has 4104, and Oklahoma has 1179. Comparing the budgets, environmental staff and the number of regulated facilities for Texas, Louisiana, and Oklahoma:

- Texas has three times the budget and number of employees as Louisiana and only twice the number of regulated facilities.
- Oklahoma has a budget that is 33% of Louisiana's, with 50% of the employees, and 26% of the number of regulated facilities.

Louisiana's DEQ operates a successful environmental air, water and waste regulatory programs with proportionally fewer employees and less money than the other states in EPA Region 6 for the number of facilities regulated.

# **Louisiana Department of Environmental Quality Five Year Strategic Plan July, 2008 – June, 2013**

## **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, beautiful 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 environmental protection to the people of Louisiana 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 will be open, fair, consistent and based on comprehensive scientific information applied in accordance with the law.
- The Department of Environmental Quality will encourage stakeholder and public participation in consideration of environmental issues.
- The Department of Environmental Quality will emphasize and support innovative and effective programs including but not limited to Pollution Prevention, waste minimization, recycling and regulatory flexibility.
- The Department of Environmental Quality will promote 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, to the maximum extent possible, 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, 2008 – June, 2013**

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

#### **Vision**

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#### **Mission**

The mission of the Administrative Program is to help the Department fulfill its mission. As the managerial branch of the Department, the Administrative Program will facilitate achievement of environmental improvements by coordinating the other program offices' work to reduce quantity and toxicity of emissions, by representing the Department when dealing with external agencies, and by promoting initiatives that serve a broad environmental mandate.

#### **Philosophy**

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#### **Goal**

Protect and improve Louisiana's environment.

**Objective 1:**

The Administrative Program, through a review activity, will ensure that 95% of the programs in the Department meet their objectives between July 1, 2008 and June 30, 2013.

**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.
- 1.3 Improve communications within the Department through executive staff meetings, department-wide meetings with all employees, annual visits to regional offices, automated information management systems, etc.
- 1.4 Facilitate working relationships with the Governor's Office, the Division of Administration, Civil Service, DHH, and other governmental agencies.
- 1.5 Maintain a lead person to coordinate QA/QC.
- 1.6 Develop/implement a collaborative statewide Environmental Mercury Reduction Program.
- 1.7 Implement a solid program for public outreach, communications and access.

**Performance Indicator**

Outcome: Percent of programs in the Department meeting their objectives.

**Objective 2:**

The Administrative Program, through an audit activity, will ensure compliance with the department's rules and regulations among the states' wastes tire dealers and motor fuel distributors by conducting 90% of audits prioritized by risk assessment between July 1, 2008 and June 30, 2013.

**Strategies:**

- 2.1 Conduct audits and reviews of tire dealers and waste tire processors to ensure compliance with Waste Tire Regulations.
- 2.2 Conduct audits and reviews of Motor Fuel distributors to ensure compliance with Motor Fuel Trust Regulations.

**Performance Indicator**

Outcome: Percent of internal audits conducted of those prioritized through risk assessment.  
Percent of fraud investigations conducted of those requested by management  
Percent of total delinquent fees collected within 12 months of assessment

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

**Objective 3:**

The Administrative Program, through the investigation activity, will ensure that 100% of the cases referred to Investigations, where evidence of criminal violations exist, are properly developed and submitted to the appropriate prosecutor as required by the Environmental Quality Act between July 1, 2008 and June 30, 2013.

**Strategies:**

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

**Performance Indicator**

Outcome: Percent of criminal cases referred to the investigation section that are properly forwarded to appropriate district attorneys.

Output(GPI) Number of criminal investigations conducted  
Number of criminal investigations assisted  
Number of administrative referrals

**Objective 4:**

The Administrative Program, through the legal affairs activity, will assure consistency and legal sufficiency of permit, enforcement actions and other referrals by providing legal review of 95% of the documents submitted to the legal affairs division within 30 days of receipt, and by providing quality legal opinions and representation for the department, based upon research, interpretation of laws and regulations, review for compliance with federal directives, and drafting of pleadings, briefs, and memoranda between July 1, 2008 and June 30, 2013.

**Strategies:**

- 4.1 Conduct peer review of targeted enforcement actions and review for legal sufficiency all enforcement documents submitted to the legal affairs division.
- 4.2 Review permit actions submitted to the legal affairs division to assure that the contents comply with law, regulations, and rulings by review courts.
- 4.3 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.

4.4 Promulgate required regulations in accordance with the Louisiana Environmental Quality Act and the Administrative Procedures Act.

**Performance Indicator**

Efficiency: Percent of referrals for which an initial legal opinion is prepared within 30 working days of receipt.

Input (GPI) Number of requests for referral submitted

Output(GPI) Number of referrals prepared

**Objective 5:**

The Administrative Program, through the technical assistance activity, will provide review of 96% of tax credit applications received within thirty days of receipt between July 1, 2008 and June 30, 2013.

**Strategies:**

5.1 Include a determination that the proposed equipment will accomplish reductions in toxicity and volume of pollutants for pollution control equipment in each application.

**Performance Indicators**

Efficiency: Percent of pollution control tax exemption applications reviewed in 30 days.

Input (GPI) Number submitted for review

Output(GPI) Number reviewed