

ARKANSAS DEPARTMENT OF ENVIRONMENTAL QUALITY

FY 2018 – FY 2019 STRATEGIC PLAN

MISSION:

Effectively and efficiently protecting, enhancing, and restoring Arkansas's environment by advancing air, water, land, and energy solutions.

VISION:

To promote and support the quality of our environment and economy through the efficient use of energy and the protection of air, land, and water resources.

CORE VALUES:

- Evaluate everything we do for its impact on the mission.
- Hire only those who are committed to the vision.
- Embrace the opportunity—do not fear failure.
- Never hide a problem—respect others enough to be honest, even if the truth is uncomfortable.
- Do not blame, but hold each other accountable.
- Involve end users early and often when creating or improving services.
- Never stop asking why.
- Continuously design and redesign for quality and radical simplicity.
- Freely discuss, collectively solve, promptly decide, and totally commit.
- Train those who will learn, replace those who will not learn, and promote those who excel.

GOAL 1: PROVIDE STANDARDIZED, EFFECTIVE, TIMELY, SUSTAINABLE, AND ENFORCEABLE PERMITTING PROCESSES AND PROGRAMS.

Measurable Objective 1: Increase timeliness and effectiveness of permits by the end of FY19 per the following strategies:

Strategy 1: Reduce as received administratively incomplete permit applications ten percent by the end of FY19.

Strategy detail: Creating sustainable processes and educational materials

Strategy 2: Issue eighty percent of major permits within 18-0 days of receipt of application by the end of FY19.

Strategy detail: Increase e-permitting applications

Strategy 3: Reduce the backlog of NPDES permits currently on administrative hold by ten percent by the end of FY19.

Strategy detail: Identify all held permits and assign a case manager to increase movement

Strategy 4: Standardize Consent Order and Notice of Violation language

Strategy detail: Conduct a bi-annual training session with legal and enforcement staff, and have monthly meeting with media policy analyst and legal staff

Measurable Objective 2: Develop an online Permit Wizard to create a streamlined, standard, and sustainable permitting process for applicants by December 31, 2017.

Strategy 1: Meet with participating staff to explain the importance of the project

Strategy 2: Develop FAQ pages

Strategy 3: Develop strategic outreach program for regulated communities

GOAL 2: BUILD ENVIRONMENTAL PARTNERSHIPS TO ENHANCE COMPLIANCE INTERNALLY AND EXTERNALLY.

Measurable Objective 1: Reduce non-compliant facilities and return-to-compliance by twenty percent by the end of FY19 for major and minor facilities with significant non-compliance (SNC) violations.

Strategy 1: Develop a baseline for facilities meeting SNC violations, and identify groups/common issues that can be addressed in a similar fashion to work systematically through them

Strategy 2: Coordinate facility targets with permitting and compliance

Strategy 3: Enforcement and Permits branches will meet to discuss the permit and what, if any, actions should be taken

GOAL 3: IMPROVE CUSTOMER SERVICE AND RELATIONSHIPS THROUGH OUTREACH, TRAINING, AND COMMUNICATION.

Measurable Objective 1: Develop strategic communications plan for agency outreach annually.

Strategy 1: Develop core messages based on Governor's goals and strategies in the first quarter of the fiscal year

Strategy 2: Develop communication plan with ADEQ offices and senior management annually by the end of the first quarter of the fiscal year

Strategy 3: Establish quarterly analytics by the end of FY18

Strategy 4: Measure messaging and communication effectiveness through analytics quarterly

Strategy 5: Consolidate Outreach and Communication to reduce duplication and resource needs

Measurable Objective 2: Increase number of energy manager-training certifications by 10% before December 31, 2018.

Strategy 1: Diversify the number and types of training providers in order to offer an increased number and broader mix of training certification programs

GOAL 4: SUPPORT ENERGY EFFICIENCY AND ENVIRONMENTALLY RESPONSIBLE ECONOMIC DEVELOPMENT THROUGH INNOVATION, TECHNOLOGY, COST SAVINGS, AND EDUCATION.

Measurable Objective 1: Implement Natural State Environmental Program (NStEP) by 12/31/17.

Strategy 1: Meeting with Mississippi DEQ and businesses in Mississippi that deal directly with MDEQ

Strategy 2: Visit and tour fifty regulated facilities by end of FY18

Strategy 3: Meet with fifty non-regulated entities to explain program by end of FY18

Measurable Objective 2: Incorporate and align missions of ADEQ and the Arkansas Energy Office by end of FY19.

Strategy 1: Review and identify potential alignment opportunities and cost efficiencies

Strategy 2: Develop and implement plan for the Volkswagen Settlement to advance energy and environmental benefits to Arkansas

Strategy 3: Increase involvement in regional and national opportunities for energy and environmental cooperative efforts

GOAL 5: MAINTAIN A WORK ENVIRONMENT THAT REWARDS TRANSPARENCY, EFFICIENCY, STANDARDIZATION, QUALITY OF WORK, AND INNOVATION.

Measurable Objective 1: Continuous Improvement Projects and a Compliance survey will be identified and completed by the end of FY19.

Strategy 1: Conduct eight Lean Six Sigma projects

Strategy 2: Develop a management system for ADEQ legal and compliance obligations

Strategy 3: Conduct a customer satisfaction survey for employees and customers in FY18

Strategy 4: Repeat surveys in FY19 and measure improvement

Strategy 5: Develop an enhanced ADEQ internship program by January 1, 2018

Measurable Objective 2: Office of Operations will increase Agency standardization by:

- a) Training 75% of all ADEQ staff on ADEQ policy and procedures by June 30, 2018
- b) Train 100% of all new ADEQ staff on ADEQ policy and procedures by June 30, 2018.

Strategy 1: Identify, review, and revise policies and procedures

Strategy 2: Implement training on policies and procedures

Measurable Objective 3: Fully participate in the ECOS (Environmental Conference of the States) Common Measures pilot program by the end of FY19.

Strategy 1: Set baseline data for ECOS (Environmental Conference of the States) Common Measures pilot program by the end of FY18

Strategy 2: Set up processes to most efficiently collect and report Common Measures by the end of FY19

APPENDIX: AGENCY PROFILE AND ORGANIZATIONAL CHART

- ADEQ Alignment Chart
- ADEQ Organizational Chart

CONTACT INFORMATION:

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ADEQ ALIGNMENT CHART

ADEQ's Goals	Governor's Goals
Provide standardized, effective, timely, sustainable, and enforceable permitting processes and programs	<p><u>Efficient and Responsive:</u> Transform the culture of state government</p> <p><u>Grow:</u> Create jobs and grow Arkansas's economy</p> <p><u>Safe:</u> Protecting the public's safety and security</p> <p><u>Healthy:</u> Accessible care and active lifestyles</p>
Build environmental partnerships to enhance compliance internally and externally	<p><u>Safe:</u> Protecting the public's safety and security</p> <p><u>Quality of Life:</u> Make Arkansas the best state to work, live, and raise a family</p> <p><u>Healthy:</u> Accessible care and active lifestyles</p>
Improve customer service and relationships through outreach, training, and communication	<p><u>Efficient and Responsive:</u> Transform the culture of state government</p> <p><u>Educate:</u> Support a path of life-long learning for Arkansans</p>
Support energy efficiency and environmentally responsible economic development through innovation, technology, cost savings, and education	<p><u>Grow:</u> Create jobs and grow Arkansas's economy</p> <p><u>Efficient and Responsive:</u> Transform the culture of state government</p> <p><u>Educate:</u> Support a path of life-long learning for Arkansans</p>
Maintain a work environment that rewards transparency, efficiency, standardization, quality of work, and innovation	<p><u>Efficient and Responsive:</u> Transform the culture of state government</p> <p><u>Educate:</u> Support a path of life-long learning for Arkansans</p> <p><u>Healthy:</u> Accessible care and active lifestyles</p>

ADEQ ORGANIZATIONAL CHART

