

Annual Management and Program Analysis Report

Fiscal Year 2019-2020

Department: DEPARTMENT OF ENVIRONMENTAL QUALITY

Department Head: Name: Chuck Carr Brown, Ph.D.
Title: Secretary

Undersecretary (or Equivalent): Name: Karyn Andrews
Title: Undersecretary

I. What outstanding accomplishments did your department achieve during the previous fiscal year?

For each accomplishment, please discuss and explain:

- A. What was achieved?
- B. Why is this success significant?
- C. Who benefits and how?
- D. How was the accomplishment achieved?
- E. Does this accomplishment contribute to the success of your strategic plan? (See Section II below.)
- F. Does this accomplishment or its methodology represent a Best Management Practice that should be shared with other executive branch departments or agencies?

DEQ Response: See attached exhibit 1

II. Is your department five-year strategic plan on time and on target for accomplishment? To answer this question, you must determine whether your anticipated outcomes—goals and objectives—are being attained as expected and whether your strategies are working as expected and proceeding on schedule.

- ♦ **Please provide a brief analysis of the overall status of your strategic progress.** What is your general assessment of overall timeliness and progress toward accomplishment of results targeted in your goals and objectives? What is your general assessment of the effectiveness of your strategies? Are anticipated returns on investment are being realized?

DEQ Response: *The overall status of DEQ's strategic progress is on time and progressing towards targeted results of the department's goals and objectives.*

The following is excerpted from the Standard Operating Procedure of record for Strategic Planning at DEQ.

1.0 Purpose and Applicability of the Strategic Plan

The purpose of the Strategic Plan fulfills statutory requirements in Act 1465 of the 1997 Legislature. This act stipulates that state agencies will develop strategic plans as part of the performance based budgeting process. Within the parameters of the strategic plan, DEQ can determine appropriate allocation of resources for specific environmental issues. The Strategic Plan provides a systematic approach covering a five-year planning process that will guide the department in achieving its mission and responsibility to protect public health and the environment of the state.

Each budget unit of every department is required to develop a Strategic Plan; in this case that represents each of the five Offices comprising DEQ. In order to maintain consistency and uniformity department-wide, the Deputy Secretary oversees the coordination of this process. Therefore, strategic planning applies to all Offices within DEQ.

1.1 Summary of Procedure

As noted above, the strategic planning process provides a systematic approach for the department in pursuing its responsibilities to public health and protecting the environment. This approach includes several steps that occur throughout each year and are represented by the following steps: issues identification, priority setting, direction setting, strategic plan composition and evaluation/feedback.

1.2 Strategic Plan Development Procedure

1.2.1 Environmental Issues Identification

This first step in the Strategic Plan procedure receives input regarding environmental issues from all DEQ stakeholders, both internal and external, and strives to keep continuous lines of communication open. Input will be received on an on-going basis through various media or avenues of communication: the mail, fax, and electronic media via the Internet. The department may also gather input on environmental issues from universities, federal agencies and other state agencies.

1.2.2 Priority Setting

Priorities for the DEQ are set primarily by state and federal legislation associated with certain environmental programs such the Clean Air Act, the Clean Water Act and the Resource Conservation and Recovery Act. Additionally, through meetings the executive staff solicits input on priorities from DEQ management, staff, and stakeholders, such as the regulated community, environmental groups and the general public.

1.2.3 Direction Setting

In this phase of strategic planning the strategic planning coordinator meets with the executive staff in a series of meetings and reviews information results from the priority setting phase to determine appropriate directions for the departmental strategic plan. Additional information considered in this process includes stakeholder input, copies of reference documents supporting the listed priorities, a copy of the budget listing all programs within DEQ, the previous year's Operational Plan, projected budget changes and a list of available environmental indicators for each media (air, water and waste). The strategic planning coordinator plans these meetings and

provides copies of all associated documents. The coordinator develops the agenda and facilitates the working meetings, assists the executive staff through the process in order to determine the direction for the plan. The process must consider all the listed information and result in a decision outlining the executive staff's priorities. The strategic planning coordinator records the established goals and directives, which become the framework objectives for the departmental strategic plan, and provides this information to the administrators for the purpose of incorporation into DEQ's operational plans. The strategic plan coordinator records and maintains the reasons for any environmental issues from the priority list, which are not addressed in the resulting strategic plan; and these are transmitted by memorandum to the executive staff.

1.2.4 Creating the Strategic Plan

The strategic planning coordinator prepares and distributes the draft document to all Administrators for their review and completion of appropriate strategies. Administrators and/or their staff must also provide performance indicators (Input, Output, Outcome, or Efficiency) for each of the objectives in the strategic plan and corresponding indicator specification worksheets and process documentation sheets for all performance indicators. The strategic planning coordinator reviews all information for content completeness and format and notes any discrepancies. The strategic planning coordinator assembles all information in the required format, and emails the completed Strategic Plan to the Division of Administration, Office of Planning and Budget, Legislative Fiscal Office, Legislative Auditor, the House Natural Resources Committee and the Senate Environmental Committee.

- ♦ **Where are you making significant progress?** If you are making no significant progress, state "None." However, if you are making significant progress, identify and discuss goals and objectives that are exceeding the timeline for achievement; identify and discuss strategies that are working better than expected. Be specific; discuss the following for each:

Progress has been made by:

- *focusing on outreach activities including but not limited to: the Clean Water State Revolving Fund, (CWSRF), Small Business/Small Community Assistance Program, EnviroSchool activities, the Non-Point Source Program and the Aquifer Evaluation and Protection Program (Source Water Protection Program);*
- *focusing our efforts on working with the regulated community identifying permitting issues that have a potential of becoming a compliance and enforcement issue;*
- *focusing continued attention/ prioritization of enforcement actions by staff along with increased productivity experienced during COVID-19 telecommuting.*

1. To what do you attribute this success? For example:
 - Is progress largely due to the effects of external factors? **No.** Would the same results have been generated without specific department action? **No.**
 - Is progress directly related to specific department actions? (For example: Have you reallocated resources to emphasize excellence in particular areas? Have you initiated new polices or activities to address particular issues or needs? Have you utilized technology or other methodologies to achieve economies or improve service delivery?)

Yes. DEO has taken an aggressive approach to reach out to local communities, governments, and the regulated community; and to assist them with regulatory compliance. Particularly with the EnviroSchool program, LDEO has adapted this to a web-based format that has resulted in an increase in participation.

- Is progress related to the efforts of multiple departments or agencies? No. If so, how do you gauge your department's contribution to the joint success?
 - Other? Please specify.
2. Is this significant progress the result of a one-time gain? Or is progress expected to continue at an accelerated pace?

Progress is expected to continue. The agency has worked extensively to support regulatory community with compliance assistance. Enforcement progress is expected to continue because of improvements to processes and procedures.

- ♦ **Where are you experiencing a significant lack of progress?** If you are experiencing no significant lack of progress, state "None." However, if you are experiencing a significant lack of progress, identify and discuss goals and objectives that may fall significantly short of the targeted outcome; identify and discuss strategies that are not working well. Be specific; discuss the following for each:

None Although not significant, some targets were not achieved due to the COVID-19 pandemic limiting our ability to conduct site visits for audits, inspections, and other required in-person activities. However, these target activities have been rolled over and already have been or will be accomplished in the current FY.

1. To what do you attribute this lack of progress? For example:
 - Is the lack of progress related to a management decision (perhaps temporary) to pursue excellence in one area at the expense of progress in another area?
 - Is the lack of progress due to budget or other constraint?
 - Is the lack of progress related to an internal or external problem or issue? If so, please describe the problem and any recommended corrective actions in Section III below.
 - Other? Please specify.
2. Is the lack of progress due to a one-time event or set of circumstances? Or will it continue without management intervention or problem resolution?

- ♦ **Has your department revised its strategic plan to build on your successes and address shortfalls?**

Yes. If so, what adjustments have been made and how will they address the situation?

No. If not, why not? *Overall objectives and goals outlined in the strategic plan have been met successfully. This is not a strategic plan update year; however, indicators and standards have been revised during the annual operational planning process to improve efficiency. We will be making revisions to account for organizational changes that have occurred since the last update.*

How does your department ensure that your strategic plan is coordinated

throughout the organizational and management levels of the department, regularly reviewed and updated, and utilized for management decision-making and resource allocation?

The Strategic Plan is coordinated by the Office of the Secretary through the entire department. This is also in concert with the budget preparation activities conducted by the Office of Management and Finance. All goals, objectives, strategies, and performance indicators are reviewed by the Deputy Secretary and her staff as well as the Undersecretary and appropriate Assistant Secretary for the Offices of Environmental Compliance, Environmental Services and Environmental Assessment.

III. What significant department management or operational problems or issues exist? What corrective actions (if any) do you recommend?

(“Problems or issues” may include internal concerns, such as organizational structure, resource allocation, operations, procedures, rules and regulations, or deficiencies in administrative and management oversight that hinder productivity, efficiency, and effective service delivery. “Problems or issues” may be related to external factors—such as demographics, economy, fiscal condition of the state, federal or state legislation, rules, or mandates—that are largely beyond the control of the department but affect department management, operations, and/or service delivery. “Problems or issues” may or may not be related directly to strategic plan lack of progress.)

None

Complete Sections A and B (below) for each problem or issue. Use as much space as needed to fully address each question. If the problem or issue was identified and discussed in a management report or program evaluation, be sure to cross-reference the listing of such reports and evaluations at the end of this form.

A. Problem/Issue Description

1. What is the nature of the problem or issue?
2. Is the problem or issue affecting the progress of your strategic plan? (See Section II above.)
3. What organizational unit in the department is experiencing the problem or issue?
4. Who else is affected by the problem? (For example: internal or external customers and other stakeholders.)
5. How long has the problem or issue existed?
6. What are the causes of the problem or issue? How do you know?
7. What are the consequences, including impacts on performance, of failure to resolve the problem or issue?

B. Corrective Actions

1. Does the problem or issue identified above require a corrective action by your department?

- No. If not, skip questions 2-5 below.
- Yes. If so, complete questions 2-5 below.

2. What corrective actions do you recommend to alleviate or resolve the problem or issue?
3. Has this recommendation been made in previous management and program analysis reports? If so, for how long (how many annual reports)?
4. Are corrective actions underway?
 - a. If so:
 - What is the expected time frame for corrective actions to be implemented and improvements to occur?
 - How much progress has been made and how much additional progress is needed?
 - b. If not:
 - Why has no action been taken regarding this recommendation?
 - What are the obstacles preventing or delaying corrective actions?
 - If those obstacles are removed, how soon could you implement corrective actions and generate improvements?
5. Do corrective actions carry a cost?

No. If not, please explain.

Yes. If so, what investment is required to resolve the problem or issue? (For example, investment may include allocation of operating or capital resources—people, budget, physical plant and equipment, and supplies.)

Please discuss the following:

- a. What are the costs of implementing the corrective actions? Be specific regarding types and amounts of costs.
- b. How much has been expended so far?
- c. Can this investment be managed within your existing budget? If so, does this require reallocation of existing resources? If so, how will this reallocation affect other department efforts?
- d. Will additional personnel or funds be required to implement the recommended actions? If so:
 - Provide specific figures, including proposed means of financing for any additional funds.
 - Have these resources been requested in your budget request for the upcoming fiscal year or in previous department budget requests?

IV. How does your department identify, analyze, and resolve management issues and evaluate program efficiency and effectiveness?

A. Check all that apply. Add comments to explain each methodology utilized.

Internal audit

- External audits (Example: audits by the Office of the Legislative Auditor)
- Policy, research, planning, and/or quality assurance functions in-house
- Policy, research, planning, and/or quality assurance functions by contract
- Program evaluation by in-house staff
- Program evaluation by contract
- Performance Progress Reports (Louisiana Performance Accountability System)
- In-house performance accountability system or process
- Benchmarking for Best Management Practices
- Performance-based contracting (including contract monitoring)
- Peer review
- Accreditation review
- Customer/stakeholder feedback
- Other (please specify):

B. Did your office complete any management reports or program evaluations during the fiscal year covered by this report?

- Yes. Proceed to Section C below.
- No Skip Section C below.

C. List management reports and program evaluations completed or acquired by your office during the fiscal year covered by this report. For each, provide:

1. Title of Report or Program Evaluation
2. Date completed
3. Subject or purpose and reason for initiation of the analysis or evaluation
4. Methodology used for analysis or evaluation
5. Cost (allocation of in-house resources or purchase price)
6. Major Findings and Conclusions
7. Major Recommendations
8. Action taken in response to the report or evaluation
9. Availability (hard copy, electronic file, website)
10. Contact person for more information, including
 - Name:
 - Title:
 - Agency & Program:
 - Telephone:
 - E-mail:

EXHIBIT: I. ACCOMPLISHMENTS

Achievement	Significance	Benefits who/how?	Accomplished how?	Contribute to Success of Strategic Plan?	BMP for other departments?
<p>PUBLIC INFORMATION</p> <p>33 Press Releases</p> <p>20 Declarations of Emergency</p> <p>6 live radio and TV interviews</p> <p>117 graphic projects – outreach and education</p> <p>2,126 subscribers to EnviroFlash</p> <p>4 videos produced</p> <p>1,352 Facebook followers 407 Facebook posts</p> <p>663 Twitter followers</p> <p>241 YouTube subscribers</p> <p>6,325 Mentions on local and worldwide media, including social media</p> <p>933, 361 website views</p> <p>12 monthly ENewsletters</p> <p>1 annual report</p>	<p>LDEQ responds to questions from the media and the public in a timely and transparent way. This provides accurate, real time information to the public about events, incidents and activities of the department. The Communications Section provides assistance through outreach campaigns, materials and physical presence to other divisions and sections in public education and awareness. The EnviroFlash System gives subscribers, citizens and industry, real time air quality information.</p> <p>LDEQ takes an active part in the education of the public on environmental issues. The ENewsletter, published monthly, outreach at conferences and events, visits to schools with educational information, the Envirothon and many other events and efforts are all a part of the LDEQ mission. LDEQ also promotes educational outreach by making informational videos and providing speakers and experts to schools and the public.</p> <p>LDEQ encourages industry, communities, nonprofits, schools and governmental entities to be environmentally friendly by awarding the Environmental Leadership Awards to those that make an environmental impact.</p>	<p>The citizens of the state benefit through environmental education on matters that affect them and LDEQ helps them know what steps they can individually take to improve their environment and quality of life and they also benefit from the EnviroFlash automatic notification system about current and future air quality. The regulated community benefits through early warning and education concerning their impact on the environment. The media benefits with prompt, accurate and transparent information about environmental issues and incidents. That in turn, benefits the citizens of the state.</p>	<p>They were achieved through prompt answers to press inquiries, comprehensive media and outreach campaigns, contact and work with EPA and industry, and by producing informational brochures and campaigns, press releases, interviews, e-newsletters and an annual report.</p>	<p>YES</p>	<p>The standard operating procedures of answering media calls, in person, and getting information to the media by deadline in an accurate and transparent way, could be shared with other agencies that use answering machines. The comprehensive way LDEQ coordinates its outreach campaigns and operates in public, industry and stakeholder information could be a model. LDEQ notification systems and data bases for environmental incidents and events would be a good approach to share.</p>

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<p>SMALL BUSINESS ASSISTANCE</p> <p>1,579 Permit Assists 1,304 Compliance consultations 2,055 Outreach efforts</p> <p>Total assistance request: 4,938</p>	<p>The Small Business/Community Assistance Program helps the entities understand complicated environmental regulations; how the regulations apply to them; and how to get into and stay in compliance with the regulations.</p>	<p>Independently owned Small Businesses (< 100 employees) and communities requesting assistance. These are identified through newsletters, mail-outs and presentations for industry and civic groups.</p>	<p>Assistance with permit applications, development of pollution prevention plans, conduct site visits as part of compliance assistance.</p>	<p>YES</p>	<p>This approach could be a model for other regulatory state agencies where voluntary efforts should be encouraged to ensure compliance through voluntary actions.</p>
<p>ENVIROSCHOOL:</p> <p>88 Attendees 2 Sessions 2 Topics 3 LDEQ Instructors</p>	<p>The "School" helps municipalities, small businesses, non-profit organizations, and the public at large better understand the agency's operations and offers compliance assistance services. EnviroSchool provides training workshops on a variety of important topics throughout the state at no cost to the recipients. EnviroSchool educates communities, municipalities, small businesses, and non-profit organizations and encourages meaningful participation in the regulatory process. Instructors for EnviroSchool are LDEQ employees.</p>	<p>Anyone attending the classes can increase their understanding of the regulatory environmental compliance process.</p>	<p>Classes conducted through webinars and at select locations across the state.</p>	<p>YES</p>	<p>This approach could be the model for other state departments/ agencies.</p>

Achievement	Significance	Benefits who/how?	Accomplished how?	Contribute to Success of Strategic Plan?	BMP for other departments?
<p>ENVIRONMENTAL LEADERSHIP PROGRAM (ELP)</p> <p>LDEQ postponed the annual ELP awards program that recognizes members for their voluntary pollution prevention efforts and community environmental outreach initiatives that go above and beyond regulatory compliance to improve the environment. ELP awards are presented to large and small businesses, federal facilities, municipalities, schools/universities and NGO's. We hope to conduct the awards program in 2021, at which time, the 2020 applications will be given proper consideration. 21 New ELP members, who joined in 2019-2020, will be recognized in 2021.</p>	<p>ELP is voluntary cooperative program led by LDEQ in partnership with its members to promote a cleaner and better environment for Louisiana. Membership is open to those entities committed to improving the quality of Louisiana's environment through voluntary pollution prevention, waste reduction and/or other environmental stewardship efforts. ELP members are recognized for their efforts at an annual ceremony.</p>	<p>All citizens reap the benefit of improvements made to Louisiana's environment.</p>	<p>Presenting awards to participating company, federal entity, municipality, non-governmental organization, school or university committed to improving the quality of the state's environment. Winners demonstrate that they have gone above and beyond regulation to combat pollution, spearhead community outreach efforts, or present educational programs that make a positive difference in the quality of Louisiana's environment.</p>	<p>YES</p>	<p>This approach could be the model for other state departments/ agencies.</p>
<p>AQUIFER EVALUATION AND PROTECTION (Source Water Protection Program)</p> <p>Established source water protection programs for 36 community water systems in 3 parishes</p>	<p>Proactively protects sources of drinking water from contamination through community-based education and planning</p>	<p>All citizens in the targeted parishes will continue to have clean drinking water</p>	<p>Drinking water protection committees are formed in the targeted communities and LDEQ works with these committees to address potential sources of contamination and develop programs and adopt ordinances to prevent contamination of their drinking water.</p>	<p>YES</p>	<p>This approach could be a model for other regulatory state agencies where voluntary efforts should be encouraged to ensure environmental protection through voluntary actions.</p>

Achievement	Significance	Benefits who/how?	Accomplished how?	Contribute to Success of Strategic Plan?	BMP for other departments?
<p>CLEAN WATER STATE REVOLVING LOAN FUND</p> <p>Closed 8 loans totaling \$31,033,080</p>	<p>The CWSRF Program provides financial assistance in the form of low interest loans to finance eligible wastewater projects, bringing them into compliance with the requirements of the Clean Water Act, and in order to protect public health</p>	<p>Provides financial assistance in the form of low interest loans to finance eligible wastewater projects, bringing them into compliance with the requirements of the Clean Water Act, and in order to protect public health.</p>	<p>By offering below market interest rate of 0.95% on a 20-year pay back term and aggressively marketing the additional subsidization, more municipalities were able to borrow a loan for wastewater improvements.</p>	<p>YES</p>	<p>This approach may be used by other state departments/ agencies with appropriate enabling legislation.</p>
<p>NON-POINT SOURCE PROGRAM</p> <p>Managing 21 ongoing projects and 5 contracts totaling \$1.5 million funded through Section 319 of the Clean Water Act aimed at reducing runoff pollution and monitoring resultant water quality improvements. Developed/revising 4 watershed implementation plans and participated in 12 education and outreach events and reached over 20,413 people.</p>	<p>Efficiently utilizes federal grant funds to implement management measures that reduce nonpoint source pollution through voluntary, non-regulatory approaches and cooperative partnerships</p>	<p>All citizens of the state benefit by having cleaner waterways for recreation, drinking, and other uses</p>	<p>Developing watershed implementation plans that identify the management measures needed to address the sources of runoff pollution in the targeted watersheds and funding projects to implement those measures</p>	<p>YES</p>	<p>This approach could be a model for other regulatory state agencies where voluntary efforts should be encouraged to ensure environmental protection through voluntary actions.</p>

Achievement	Significance	Benefits who/how?	Accomplished how?	Contribute to Success of Strategic Plan?	BMP for other departments?
<p>Enforcement Actions Issued:</p> <p>212 Air 62 Hazardous Waste 0 MSE 7 Radiation 222 Solid Waste 88 UST <u>320</u> Water Quality 911 Total Enf. Actions</p>	<p>These Enforcement Actions not only identify the non-compliance issues but also order the facilities to correct the deficiencies in a timely manner and thus make a better environment to the State of Louisiana.</p>	<p>The health of the citizens & environment of the state are protected when the Enforcement Division timely issues actions where non-compliance with the State and/or Federal Environmental Regulations and operating permits has occurred or when an incident has adversely impacted the environment. Compliance with the existing environmental regulations is the goal of the Division. This ensures level playing field for all regulated entities.</p>	<p>Through the use of highly trained and experienced Enforcement Division staff in the different media areas. Compliance also involves meeting with members of the regulated sector and our Federal partners on a regular basis</p>	<p>YES</p>	<p>Specific to LDEQ but this and other enforcement tools should be available to other state agencies in order to ensure compliance with their respective laws and regulations.</p>
<p>XPs, Penalties, Settlements, and Beneficial Environmental Projects (BEPs):</p> <p>32 Penalties <u>170</u> XP & NOPP \$631,641.58 Total Penalties</p> <p><u>96</u> Settlements/BEPs \$1,549,462.79 Total Settlement Cash Value</p> <p>\$661,402.16 BEP Value State-only BEPs</p> <p>\$2,065,594.29 Total penalties collected</p>	<p>Actions that include a monetary assessment provide an effective deterrent against future non-compliance. Additionally, BEPs allows for the Respondent to provide goods and or services to the local community in exchange for a cash component for environmental non-compliance issues thereby adding to the quality of life for the surrounding area. Monetary assessments also contributed to LDEQ's ability to remain independent of the state general fund</p>	<p>The health of the citizens & environment of the state are protected when the Enforcement Division timely issues actions where non-compliance with the State and/or Federal Environmental Regulations and operating permits has occurred or when an incident has adversely impacted the environment. Compliance with the existing environmental regulations is the goal of the Division. This ensures level playing field for all regulated entities.</p>	<p>Through the use of highly trained and experienced Enforcement Division staff in the different media areas with the assistance from the Legal Affairs Division of the Department. Compliance also involves meeting with members of the regulated sector and our Federal partners on a regular basis.</p>	<p>YES</p>	<p>Specific to LDEQ but this and other enforcement tools should be available to other state agencies in order to ensure compliance with their respective laws and regulations.</p>

Achievement	Significance	Benefits who/how?	Accomplished how?	Contribute to Success of Strategic Plan?	BMP for other departments?
<p>NetDMR Training:</p> <p>77 Attendees 14 Sessions 9 Locations 17 DEQ Instructors</p>	<p>LDEQ offers two types of assistance with NetDMR:</p> <p>- Hands on Training is a free training class conducted in person in a computer lab setting to allow for hands-on experience using NetDMR practice environment.</p> <p>- CDX/NetDMR Registration Assistance consists of LDEQ staff working one-on one with permittees to set-up accounts in the official version of NetDMR.</p>	<p>Anyone attending the classes can increase their understanding of NetDMR and the online submission process of Discharge Monitoring Reports (DMRs).</p>	<p>Classes conducted at select locations across the state.</p>	<p>YES</p>	<p>This approach could be the model for other state departments/ agencies.</p>
<p>Outreach (Presentations at training seminars, professional/associational conferences or town meetings):</p> <p>Water 8 Events 2 Speakers 8 Locations</p>	<p>Allows the message of Enforcement to be presented in a "non-threatening" setting to the regulated sector and the general public. Allows people to "put a name to a face" in order to foster better communications between the agency and the citizens.</p>	<p>All citizens of the state and the regulated sector through a better understanding of the environmental regulations.</p>	<p>Through regular attendance and presentations at these events</p>	<p>YES</p>	<p>This approach could be a model for other regulatory state agencies where voluntary efforts should be encouraged to ensure environmental protection through voluntary actions.</p>

Achievement	Significance	Benefits who/how?	Accomplished how?	Contribute to Success of Strategic Plan?	BMP for other departments?
<p>AUDIT</p> <p>Assessed \$281,220 and collected \$118,649 in waste tire delinquent fees and interest</p> <p>Assessed \$14,253 and collected \$17,451 in motor fuel delinquent fees and penalties</p> <p>Internal Audit Charter revised</p>	<p>These waste tire fee audits ensure that regulated waste tire entities are complying with imposed regulations and all money due to the Waste Tire Management Fund is properly remitted.</p> <p>These motor fuel delivery fee audits ensure that the proper fees are collected and remitted to the Motor Fuel Trust Fund.</p> <p>The revised audit charter established the Audit Advisory Committee which reviews and approves the annual LDEQ risk assessment, annual internal audit plan, and individual audit reports submitted by the internal auditor.</p>	<p>Benefits DEQ and the regulated community by addressing compliance issues and collecting previously unremitted fees.</p>	<p>External compliance audits were conducted on a selection of waste tire generators and bulk motor fuel distributors throughout the state. Internal Audit activities were conducted in adherence with standards and auditing guidelines outlined by the Institute of Internal Auditors (IIA)</p>	<p>YES</p>	<p>Specific to DEQ but other state agencies could use this approach to further their respective departments</p>
<p>REMIEDIATION</p> <p>85 contaminated sites were closed through evaluation and/or remediation.</p>	<p>Completing site clean ups allows contaminated properties to be protective of human health and the environment, allows for the site returned to active commerce and promotes the restoration and preservation of two of Louisiana's most important natural resources, land and ground water.</p>	<p>The regulated community and the people of the state benefit by cleaning up sites that are protective of human health and the environment, while considering economic impact.</p>	<p>The LDEQ has developed a Risk Evaluation Corrective Action (RECAP) program to address risks to human health and the environment, through assessment, risk evaluation and/or remedial activities these sites are now safe for their intended use.</p>	<p>YES</p>	<p>LDEQ found it necessary to establish consistent guidelines across media-based programs lines for the remediation of releases to the environment. RECAP ensures that cleanup standards are developed consistently, regulated community is treated equally and human health and the environment is the primary consideration when cleanup decisions are made.</p>

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UNDERGROUND STORAGE TANKS					
<p>1216 of registered underground storage tanks (UST) sites (31%) have been inspected for compliance</p>	<p>Inspecting UST sites will minimize leaks to the environment from UST systems.</p>	<p>Human health and the environment are protected by minimizing exposure from leaking UST systems.</p>	<p>UST inspectors inspect sites with active tanks, temporarily out-of-use tanks, and abandoned tanks at least once every three years in accordance with the LDEQ Compliance Evaluation Inspection checklist to ensure tanks are in compliance with regulations.</p>	<p>YES</p>	<p>Specific to LDEQ</p>
<p>265 NODs Issued 252 Deficiency Cleared Issued 212 Correct Deficiency Issued 51 Referral to Enforcement</p>	<p>Following up to inspections to get UST sites in compliance and minimize releases to the environment.</p>	<p>The regulated community and the people of the state benefit by reducing risk of release protecting environment and environment.</p>	<p>Review of all inspection completed and follow up when AOC are identified during inspections</p>	<p>YES</p>	<p>Specific to LDEQ</p>
<p>Reviewed 100% of Investigation Work Plans Received. Review 97% of Corrective Action Work Plans Received Evaluated and Closed 133 sites.</p>	<p>Reviewing Work Plans and completing site clean ups allows contaminated properties to be protective of human health and the environment, allows for the site returned to active commerce and promotes the restoration and preservation of Louisiana's most important natural resources, land and ground water.</p>	<p>The regulated community and the people of the state benefit by cleaning up sites that are protective of human health and the environment, while considering economic impact.</p>	<p>The LDEQ has developed a Risk Evaluation Corrective Action (RECAP) program to address risks to human health and the environment, through assessment, risk evaluation and/or remedial activities these sites are now safe for their intended use.</p>	<p>YES</p>	<p>LDEQ found it necessary to establish consistent guidelines across media-based programs lines for the remediation of releases to the environment. RECAP ensures that cleanup standards are developed consistently, regulated community is treated equally and human health and the environment is the primary consideration when cleanup decisions are made.</p>

Achievement	Significance	Benefits who/how?	Accomplished how?	Contribute to Success of Strategic Plan?	BMP for other departments?
LEGAL 99.5% success in defending legal challenges to DEQ actions	Judicial support of LDEQ actions provides consistency, fostering (1) more secure business planning & development for regulated entities & (2) greater confidence in public safety	Human health & environment are protected when LDEQ action is sustained	Use of litigation teams and legal staff development of specialty areas (e.g., Air, Water, Waste, Permits, Enforcement, Receiverships)	YES	Other agencies could add this metric to planning and strategic indicator cycle, plan for and develop staff specialty knowledge, and use the litigation team strategy as needed
\$1,425,861.90 million collected in settlements, delinquent fees, & bankruptcies	Ensures level playing field for all regulated entities	Contributed to LDEQ's ability to remain independent of the state general fund	Implemented legal collections process efficiencies and utilized Regional Attorneys for travel cost savings	YES	This approach could be used by other agencies.
AIR PLANNING Airfield Services staff captured 96% of the data for LDEQ's ambient air monitoring sites.	By operating a statewide ambient monitoring sampling network, data is collected to ensure areas of the state are in compliance with the NAAQS.	Real time monitoring data may be viewed at any time on the department's website.	Airfield Services staff visit the monitoring sites on a routine frequency to ensure data is being properly collected and all equipment is functioning correctly.	YES	Specific to LDEQ
LDEQ took delivery of two new Mobile Air Monitoring Laboratories (MAMLs) in November.	These mobile labs will be able to supplement LDEQ's existing network of ambient air monitoring stations and will have the ability to move to specific locations as needed to investigate concerns.	Businesses and residents benefit because these labs can be moved to areas to investigate specific concerns.	These vehicles were purchased through the use of Beneficial Environmental Projects (BEPS).	Yes	Specific to LDEQ
LDEQ submitted a request to EPA to discontinue monitoring at four SO ₂ monitoring sites and to have these areas redesignated to Attainment/Unclassifiable for the 2010 SO ₂ NAAQS.	These sites began monitoring on January 1, 2017, and have been monitoring specific SO ₂ sources for three years to demonstrate compliance with the updated SO ₂ National Ambient Air Quality Standards (NAAQS). These four sites have shown SO ₂ concentrations are less than 50% of the NAAQS.	Residents benefit from the improved air quality. Business and Industry have less stringent requirements for expansion projects.	The monitoring at these sites was accomplished in cooperation with local industry and industry groups. The industry partners purchased and donated the equipment to LDEQ for use at these sites. LDEQ staff operated these monitoring sites.	Yes	Specific to LDEQ
LDEQ established a Temporarily Located Community (TLC) ambient air monitoring site in Jefferson Parish.	This temporary site was established in a relatively short period of time due to concerns raised by residents of the parish primarily due to odors that were impacting the area.	Residents of the parish benefit by having quality assured data indicating that concentrations measured fall below established health concerns and standards.	LDEQ was able to accomplish this by working closely with state, parish, and local governmental officials along with community representatives in the arduous process of site selection, parameter choice, and site establishment.	Yes	Specific to LDEQ

Achievement	Significance	Benefits who/how?	Accomplished how?	Contribute to Success of Strategic Plan?	BMP for other departments?
LDEQ received approval from EPA to require the decommission of Stage II Vapor Recovery Systems at fuel stations in the five-parish Baton Rouge area.	The air quality has improved to be protective of human health and the environment such that Stage II Vapor recovery systems are no longer necessary to maintain compliance with Ozone NAAQS.	Fuel stations in the 5 parish Baton Rouge area will benefit upon approval by no longer being required to install, operate, and maintain Stage II systems, while still protecting air quality.	Late model vehicles are equipped with onboard refueling vapor recovery equipment that capture vapor during refueling. The vehicle fleet in the area now contains sufficient number of equipped vehicles the benefits from stage II systems are no longer needed.	YES	Specific to LDEQ
LDEQ submitted the 2015 Ozone NAAQS Prong 4 Visibility SIP	This SIP will allow EPA to approve all criteria pollutant Infrastructure SIPs submitted by LDEQ	Benefits all residents as it provides the legal authority for Louisiana to submit SIPs to keep the area's air quality intact.	Final approval of the Regional Haze SIP	Yes	Specific to LDEQ
AIR PERMITS DIVISION LDEQ Proposes a Regulatory Permit for Boilers and Process Heaters	A regulatory permit is a permit that is incorporated into the regulations in the form of a rule. Regulatory permits promote consistency by standardizing requirements for similar source types to the extent practicable.	Owners/operators of facilities needing to construct new boilers or process heaters by streamlining the air permit application process.	Rulemaking	YES	The regulatory permit concept could be modeled by other state departments that issue permits.
LDEQ Proposes a Regulatory Permit for Cooling Towers	A regulatory permit is a permit that is incorporated into the regulations in the form of a rule. Regulatory permits promote consistency by standardizing requirements for similar source types to the extent practicable.	Owners/operators of facilities needing to construct new cooling towers by streamlining the air permit application process.	Rulemaking	YES	The regulatory permit concept could be modeled by other state departments that issue permits.

Achievement	Significance	Benefits who/how?	Accomplished how?	Contribute to Success of Strategic Plan?	BMP for other departments?
<p>Air Permits Issued:</p> <ul style="list-style-type: none"> Title V initials/renewals/mods: 285 PSD initials/mods: 31 Acid Rain permits: 5 Minor source "site-specific" initials/renewals/mods: 159 Minor source general permit authorizations: 293 Regulatory permits: 159 Letters: 284 <p>Other permit actions: 255</p>	<p>Ensures air permits:</p> <ul style="list-style-type: none"> accurately reflect all applicable regulations and requirements; establish emission limits that are based on the most up-to-date process data, operating conditions, and emission factors and that do not result in violations of federal or state air quality standards; and <p>include testing, monitoring, recordkeeping, and reporting requirements sufficient to assure compliance with their terms and conditions.</p>	<p>Permittees by allowing for the construction, modification, or continued operation of regulated facilities; the public by verifying that emission limits do not result in violations of federal or state air quality standards; all parties by allowing for continued economic development.</p>	<p>Conducting comprehensive technical evaluations of incoming air permit applications.</p>	<p>YES</p>	<p>Specific to LDEQ</p>
<p>Outreach Activities:</p> <ul style="list-style-type: none"> Operating Permits Workgroup Southern Energy Conference <p>A&WMA Louisiana Section Conference</p>	<p>Facilitates compliance with air quality regulations and improves quality of incoming air permit applications.</p>	<p>The regulated community by contributing to their knowledge of air quality regulations and air permitting procedures.</p>	<p>Meetings and presentations</p>	<p>YES</p>	<p>Outreach activities can be conducted by all departments.</p>
<p>WASTE PERMITS</p> <p>Waste Permits Achieves Operational Plan</p> <ul style="list-style-type: none"> Goals 	<ul style="list-style-type: none"> The Waste Permits Division (WPD) Operational Plan establishes and ensures high quality technical evaluations and timely final actions for new facility permits and major modifications of existing permits. 	<p>Permit applicants seeking timely permit issuance and residents of Louisiana. Final decisions are reached within 300 processing days which ensures regulated activities are conducted in an environmentally sound manner.</p>	<p>Reviews are consistent technically, and completed in a timely manner. Final decisions are made within 300 processing days.</p>	<p>YES</p>	<p>By establishing and adhering to the requirements of the Operational Plan, essentially a work plan for the FY, administrators, supervisors and permit writers can monitor progress on permit applications or other work product, resulting in a timely and consistent work product.</p>
<p>Emergency Debris Management</p> <ul style="list-style-type: none"> Disposal of vegetative and other waste generated as a result of 	<p>Hurricanes, tornadoes, floods, etc., cause unusually large amounts of wastes in very short periods of time. These wastes need to be managed properly and quickly.</p>	<p>All citizens potentially benefit from a properly managed program which deals with emergency-generated debris. These</p>	<p>Emergency Debris Sites are pre-approved by the LDEQ and operated by state and local government entities. Authorizations to operate are</p>	<p>YES</p>	<p>These sites are primarily applicable to the LDEQ due to their rather specific technical nature. However, the pre-approval</p>

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catastrophic events in an efficient and timely manner.	Under the Comprehensive Debris Management Plan the LDEQ manages these large amounts of wastes by authorizing Emergency Debris Sites. These sites are inspected, approved by and monitored by the LDEQ to ensure proper handling of emergency-generated wastes. These sites provide space and time for parishes to allow for staging, separating and processing prior to disposal.	sites allow parishes to clear roadways in particular as quickly as possible , resulting in normalization of activities.	issued by the LDEQ once it has been established that a site meets all the required criteria. Inspections during use and upon closure ensure proper management of these sites.		process allows for immediate implementation and should be considered by other agencies to streamline regulatory requirements especially in emergency situations.
Waste Permits staff reviewed financial assurance submittals for approximately 48 permitted hazardous waste facilities and approximately 68 permitted solid waste facilities. Financial assurance is submitted and reviewed annually for all permitted facilities.	Closure, post-closure and corrective action activities protect the citizens of the state and the environment from exposure to harmful waste and waste constituents. In the event the facility is unable to meet its environmental obligations, financial assurance provides the state the financial backing to complete the environmental clean-up obligations at the facility and conduct appropriate closure and post-closure activities.	Citizens benefit from the program. Under certain circumstances, the State must assume environmental obligations at a facility. Financial assurance ensures the permittee "prepays" for the environmental obligations so the state will not be encumbered with those costs.	The permittee submits financial assurance (e.g., letter of credit, surety bond, etc.) and a cost estimate for closure/post-closure care to the LDEQ. Cost estimates are reviewed for adequacy. Financial documents are reviewed against the cost estimates for consistency. Permits staff require the permittee to make corrections to the financial assurance as appropriate. The financial documents are kept in a secure file and tracked in TEMPO. Financial assurance for hazardous waste facilities is tracked in RCRAinfo (federal database) by providing TEMPO update to the USEPA Region VI staff. Financial assurance record reviews are also provided to the Region VI Enforcement staff. The Waste Permits Division refers non-compliant facilities to the LDEQ Enforcement Division.	Yes	Financial assurance for environmental obligations is specific to LDEQ.
National Enforcement	This is a culmination of multi-year	Will result in several	Inter-office effort on LDEQ's	NO	Specific to LDEQ but this

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<p>Initiative: Reducing Pollution from Mineral Processing Operations</p> <p>Waste Permits staff assisted in oversight as Mosaic Fertilizer LLC Consent Decree continued implementation projects. Waste Permits staff provided technical assistance to Enforcement with Mosaic Critical Condition incident, which began in January 2019.</p> <p>Waste Permits staff provided technical assistance to Legal in negotiation of PCS Nitrogen Consent Decree. Waste Permits staff also reviewed PCS Nitrogen closure documents and associated permit modifications.</p>	<p>negotiation process with the companies to resolve RCRA hazardous waste violations. The facilities will have clear direction on regulatory responsibilities and should maintain compliance with the RCRA with oversight by LDEQ. In addition, the companies will be providing LDEQ with financial assurance to address the environmental liability at the facilities.</p>	<p>improvement projects at the facilities to reduce possibility of new releases to the environment. Additionally, new processes will be implemented to delineate existing releases to the environment.</p>	<p>part to participate actively in negotiations and give state-specific guidance to Federal partners.</p>		<p>and other enforcement vehicles should be available to other state agencies in order to ensure compliance with their respective laws and regulations.</p>

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<p>Surveillance Division</p> <p>Inspections Conducted:</p> <p>364 Air Emission 365 Asbestos 338 Hazardous Waste 364 Solid Waste 483 Waste Tires 20 Leadp 680 Water Discharge 2,614 Total Inspections</p> <p>Incidents worked by Surveillance Division: 4,471</p> <p>Investigation initiated within 10 working days- 4,143 (92.7%)</p>	<p>Inspections are conducted of regulated facilities to determine compliance with federal and state regulations.</p>	<p>All citizens of the state benefit by ensuring the protection of public health and environmental resources through compliance inspections.</p>	<p>Facilities are selected and scheduled for inspection by utilizing the procedures outlined in the LDEQ Compliance Monitoring Strategy (CMS).</p>	<p>YES</p>	<p>Specific to LDEQ but other state agencies could use this approach to further their respective departments.</p>
<p>Ambient Water Quality Monitoring</p> <p>~ 25% of surface water subsegments monitored and sampled</p>	<p>Data from water quality monitoring is compared to subsegment specific criteria to determine compliance with State Surface Water Quality Standards.</p>	<p>All citizens of the state benefit by ensuring the waters of the state are evaluated according to the standards specified in the Clean Water Act.</p>	<p>All ambient water subsegments in the state are sampled on a four-year rotation by selecting specific water sheds each year in each region.</p>	<p>YES</p>	<p>Specific to LDEQ but other state agencies could use this approach to further their respective departments.</p>
<p>Respond to Environmental Incidents and Citizen Complaints</p> <p>Addressed 89% of reported environmental incidents and citizens' complaints within ten business days of receipt of notification</p>	<p>Provide a timely response to citizen complaints of environmental problems and ensure an acceptable level of cleanup of unauthorized releases.</p>	<p>All citizens of the state benefit by ensuring that environmental incidents and citizens' complaints are addressed expediently.</p>	<p>Notifications are received and processed by LDEQ Single Point of Contact (SPOC), then forwarded to Surveillance Division personnel for investigation.</p>	<p>YES</p>	<p>Specific to DEQ but other state agencies could use this approach to further their respective departments.</p>

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Louisiana Nutrient Reduction and Management Strategy LDEQ and agency partners completed 5-year review and update of the state strategy	The goal of the strategy is to manage nitrogen and phosphorus to protect, improve, and restore the nutrient-related water quality in Louisiana’s inland and coastal waters.	All citizens of the state benefit by ensuring the waters of the state are managed for water quality protection and restoration.	Interagency coordination on strategy implementation.	YES	Other agencies may participate in this program.
Water Quality Trading Program LDEQ developed a water quality trading program	Provides for flexibility through an approach to offer economic incentives for pollutant reduction from point and nonpoint sources.	Both point (regulatory) and nonpoint (non-regulatory) sources may participate in the program.	Rulemaking (WQ099)	YES	Other agencies may participate in this program.
Surface Water Quality Standards Revision LDEQ revised surface water quality criteria in 3 subsegments	Review and revision of surface water quality standards as needed allows for more appropriate criteria to protect the designated uses for water bodies in the state.	All citizens of the state benefit by ensuring that appropriate criteria are used for assessment of water bodies according to the Clean Water Act.	Rulemaking (WQ101, WQ103)	YES	Specific to LDEQ but other state agencies could use the approach to further their respective departments.
Emergency and Radiological Services Division Radiation Inspections Section Inspections conducted: X-Ray – 694 RAM – 206 Mammo – 98	Inspections of regulated facilities are conducted to determine compliance with federal and state regulations.	All citizens of the state benefit by ensuring the protection of public health and environmental resources through compliance inspections.	Facilities are selected and scheduled for inspection by utilizing procedures outlined in NRC guidelines.	YES	Specific to LDEQ but other state agencies could use this approach to further their respective departments.
Radiation Licensing Section Licensing actions completed: RAM Licenses – 555 Registrations – 811 Certifications – 665 IR Tests - 574	Licensing, registration, certification, and testing activity is conducted to ensure compliance with federal and state regulations.	All citizens of the state benefit by ensuring the protection of public health and environmental resources through this activity.	This activity is conducted in compliance with all applicable NRC guidelines.	YES	Specific to LDEQ but other state agencies could use this approach to further their respective departments.

<p>Emergency Response Section</p>	<p>SPOC receives notifications from Louisiana State Police (LSP), National Response Center (NRC), LDEQ online system, internal documentation, and external sources. System is 24/7, assuring emergency response from LDEQ personnel when necessary. Notifications made to Dept. to fulfill regulatory mandates and/or permit requirements are processed into Dept. database (TEMPO) and distributed to personnel - statewide - for assignment/investigation. Citizen complaints are processed and distributed to personnel - statewide - for assignment/investigation.</p>	<p>Assures immediate response benefitting citizens, other agencies, the regulatory community, and the environment.</p>	<p>Calls are answered workdays 8-4:30 and voice mails received after-hours are transcribed the next business day. Notifications are received and reviewed electronically 24/7. System created with staff available 24/7 to dispatch personnel.</p>	<p>YES</p>	<p>Specific to LDEQ but other state agencies could use this approach to further their respective departments</p>
<p>SPOC (Single Point of Contact)</p>					
<p>Phone calls received - approximately 2,000 per year</p>					
<p>Notifications analyzed - over 18,000 per year</p>					
<p>7-day written and follow-up letters processed - approximately 2,200 per year</p>					
<p>UST complaints and notifications processed - average 380 per year</p>					
<p>Spill/release notifications processed - approximately 3,875 per year</p>					
<p>Citizen complaints processed - over 3,200 per year</p>					
<p>ER Incident Response Spills – 873 Complaints – 48</p>	<p>Provide a timely response to citizen complaints and spills of an emergency nature and ensure an effective level of cleanup.</p>	<p>All citizens of the state benefit by ensuring that environmental incidents and citizen complaints are addressed expediently.</p>	<p>Notifications are received via LDEQ Single Point of Contact (SPOC), then forwarded to an ER responder for investigation.</p>	<p>YES</p>	<p>Specific to LDEQ but other state agencies could use this approach to further their respective departments.</p>