

**LOUISIANA DEPARTMENT OF ENVIRONMENTAL QUALITY**

**a path forward report:**  
environmental protection, quality of life & economic development



**MARCH 27, 2008**

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**HAROLD LEGGETT, Ph.D. Secretary**  
Office of the Secretary • P.O. Box 4301 • Baton Rouge, Louisiana 70821-4301

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## **LEADERSHIP TEN POINT PLAN**

In keeping with Governor Bobby Jindal's philosophy of fiscal reform and government accountability, the Louisiana Department of Environmental Quality Leadership Team is committed to operating the department as a first-class organization by adopting a common-sense business approach which incorporates the recommendations of the Governor's Transition Economic Growth Advisory Council – Environment Working Group. This commitment is captured in the DEQ LEADERSHIP 10 - Point Plan. Components of the plan are listed below:

1. Ethics and Integrity
2. Transparency
3. Level Playing Field
4. Front-Loading
5. Regionalization
6. Investment in Employees
7. Investment in Community Organizations and Local Governments
8. Investment in Small Businesses
9. Investment in Green Government and Applied Research
10. Investment in Technology & e-Business



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## EXECUTIVE SUMMARY

The mission of the Louisiana Department of Environmental Quality (LDEQ) 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.

As we move into a new era of state government, the LDEQ embraces Governor Jindal's philosophy that is grounded in ethics and integrity, transparency, performance-based budgeting, maximizing efficiency and effectiveness, customer service, controlled spending and serving as a good steward of taxpayers' dollars to provide a return on investment and achieve measurable results.

The LDEQ LEADERSHIP 10-Point Plan incorporates the Governor's agenda and includes Ethics and Integrity, Transparency, Level Playing Field, Regionalization, Investment in Employees, Investment in Community Organizations and Local Governments, Investment in Small Businesses, Investment in Applied Research, and Investment in Technology – e-Business.

The LDEQ is committed to Governor Jindal's plan for government efficiency. The LDEQ is projected to save approximately \$2.9 million by eliminating 40 authorized Table of Organization (TO)s (positions) to comply with the Division of Administration's requirement that is designed to control growth in state government. The means of financing (MOF) is the Environmental Trust Fund. The LDEQ plans to use some of the projected savings to fund an investment in employees by establishing an Environmental Scientist (ES) 4 Series and to support a 5% pay increase for the ES 3 Series. The ES 4 and ES 3 Series are the "heart" of the LDEQ and represent the primary workforce with whom the public and business community interacts. These are the inspectors, permit writers, enforcement writers and small business assistance staff. Additionally, the LDEQ will be reallocating and realigning TOs (31) within the department to meet the critical needs in the 10-Point Plan while providing better service to the citizens of Louisiana.

As part of the LDEQ Leadership 10-Point Plan, the department will reallocate 31 authorized TOs in Phase 1 to implement the new "Front-Loading" concept. Front-Loading will focus on environmental compliance and environmental protection by educating, informing and assisting the public and regulated community on regulatory developments and changes. Front-Loading staff will focus on better providing information on regulatory and environmental changes before they become an issue. In addition to responding to complaints, these staff members are tasked to provide education, technical assistance and information to small businesses, community organizations, local governments, and the general public statewide. The 31 reallocated positions will be placed in the Office of the Secretary under the direction of the Deputy Secretary.

The LDEQ will also reallocate TOs and create two Technical Environmental and Economic Advisor positions. These individuals will engage in comprehensive environmental project design, planning and execution of environmental pollution control policy and integrating all measures into the arena of economic development. These advisors will help to make sure that new and expanding existing businesses understand Louisiana environmental expectations and requirements. These staff will help to ensure timely answers to inquiries.

Also, Phase 1 will include regional realignment of offices to provide more localized and easier access to LDEQ for the public and regulated community. In addition, regional office realignment will improve operational efficiency by decreasing travel and response time for inspectors in the regions.

In Phase 2, the LDEQ will evaluate the effectiveness of the department laboratory and library. It is anticipated that this evaluation will be completed and implementation would occur in July 08. This effort could greatly improve the efficiency and cost of laboratory services used and provided by the department. Preliminary estimates indicate a potential savings of approximately \$500K to \$1.2MM annually.

Working as a cohesive team, the LDEQ will continue to coordinate with the executive, legislative, and judicial branches, as well as members of the business and civic communities, and the public at large to ensure that goals and objectives are clearly understood and achieved. The LDEQ's "Front-Loading" concept will include our partners (LMA, LPJA, LRWA, Sheriffs' Association, DA Association, etc.) to build enhanced relationships. This will provide local governments with the information and resources necessary to assist them in making sound local decisions regarding environmental protection and economic development.

Finally, the LDEQ will establish the Louisiana Environmental Advisory Panel (LEAP). LEAP will provide a forum for discussion of environmental issues and challenges facing Louisiana in the future. LEAP will be made up of stakeholders representing all interests in Louisiana.

The LDEQ believes that through the "Front-Loading" concept, we will endeavor to serve the needs of all the citizens of Louisiana by protecting the environment, preserving our quality of life and encouraging economic development.

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## I. INTRODUCTION

Environmental awareness and concern have been a part of the history of Louisiana, almost from the time of statehood in 1812. Due to its geography and natural assets, Louisiana is home to some of the most diverse economic interests in the United States. In addition to an enormous port system, we have vast timber forests, large refineries and manufacturing plants, whose success is vital to our state's future growth and prosperity.

Like many states, Louisiana has a history of exploiting environmental resources and passing along many of yesterday's problems to the current and future generations. Our state's environment and environmental management practices have been greatly strengthened over the past three to four decades (e.g., air quality has improved significantly since the 1970's) and the environment of Louisiana is better than it has been in many decades. However, there continue to be new challenges. The people of Louisiana need to know that the state can provide a safe work environment and preserve our rich culture and natural endowment.

Louisiana is home to some of the world's largest refineries and petrochemical facilities that take fossil fuels and turn them into other products to fuel the country and economy. Our diverse energy-related economic interests include a pipeline transportation sector, natural gas processing and storage, electrical power, petrochemical, and refineries. These energy sectors, including the companies that service them, make up approximately one-third of our state's economy.

Louisiana is also home to an extensive agriculture and forestry-based economy including timber, agricultural crops, paper and forestry, and emerging biofuels. The issues faced by these components of the Louisiana economy are very different than the petro-chemical-based industries and require different approaches and solutions.

Louisiana is well positioned to realize significant economic growth through many existing and new market opportunities that are directly or indirectly related to the environment. Louisiana is home to a variety of environmental management and engineering firms and is strategically positioned to develop new environmental technologies and refine existing ones. New environmental fields are emerging that have the potential to bring tens of thousands of jobs to Louisiana and billions of dollars in new investments if the state can provide the right incentives. Such opportunities include renewable energy and alternative fuels (e.g., sugarcane-based ethanol), coastal restoration, green house gas (GHG) sequestration, energy conservation, and nuclear power.

As we move into a new era of state government, the LDEQ embraces the administration's philosophy that is grounded in ethics and integrity, transparency, performance-based budgeting, maximizing efficiency and effectiveness, customer service, controlled spending and serving as a good steward of taxpayers' dollars to provide a return on investment and achieve measurable results.

Based on the number of facilities we regulate, the LDEQ operates a successful environmental air, water and waste regulatory program with proportionally fewer employees and less money than the other states in EPA Region 6.

## **II. Vision**

The Department's vision is to be a respected and trusted steward of the state's environment.

## **III. Mission**

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.

## **IV. 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 provide regulatory flexibility.
- The Department of Environmental Quality will work to enhance customer service.

## **V. 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 will support enhanced customer service, outreach and small business assistance.

**VI. Funding – DOING MORE WITH LESS**

The LDEQ is committed to do more with less. In Fiscal Year (FY) 2008 (current year), the LDEQ's overall budget is \$163,875,918. In FY 2009, the LDEQ's budget is recommended to be \$156,342,377, a 4.6 percent reduction. In FY 2008, the LDEQ has an authorized TO of 994. In FY 2009, the LDEQ is projected to have an authorized TO of 954.

**Comparison of Budgeted to Total Recommended**

<b>Means of Financing &amp; Table of Organization</b>	<b>Existing Operating Budget as of 12/01/07</b>	<b>Recommended FY 2008-2009</b>	<b>Over/Under *EOB</b>
General Fund (Direct)	\$12,763,848	\$12,087,791	(\$676,057)
Total Interagency Transfers	7,025,000	0	(7,025,000)
Fees and Self-generated Revenues	439,385	389,385	(50,000)
Statutory Dedications	114,713,364	116,210,497	1,497,133
Interim Emergency Board	0	0	0
Federal Funds	28,934,321	27,654,704	(1,279,617)
<b>Total</b>	<b>\$163,875,918</b>	<b>\$156,342,377</b>	<b>(\$7,533,541)</b>
<b>T. O.</b>	<b>994</b>	<b>954</b>	<b>(40)</b>

\*EOB = Existing Operating Budget

Approximately 75 percent of the LDEQ's budget is financed through Statutory Dedications. Collectively, these funds serve as primary sources of revenue for the LDEQ. For example, the Motor Fuel Underground Storage Tank Fund was established to reimburse eligible participants in the remediation of contaminated underground storage tank sites. The LDEQ also handles the Municipal Facilities Revolving Loan Fund that offers low-interest loans to local governments to finance sewer wastewater treatment facilities.

Further, the Brownfields Cleanup Revolving Loan Fund provides low-interest loans to clean-up Brownfields sites within the state. Similarly, the Hazardous Waste Site Cleanup Fund is used to support the remediation of inactive and abandoned hazardous waste sites. The Hazardous Waste Site Cleanup Fund is typically matched with superfund projects. Other statutory dedications include the Environmental Trust Fund, a Keep Louisiana Beautiful Fund, a Waste Tire Management Fund, a Lead Hazardous Reduction Fund and an Oil Spill Contingency Fund.

For the LDEQ to be effective in its operations and provide optimal service to the citizens of the state, these funds must be used wisely.

Statutory Dedication	FY 2007-08 Budget	FY 2008-09 Budget
Hazardous Waste Site Cleanup Fund	6,662,800	6,662,800
Environmental Trust Fund	67,184,803	67,939,993
Municipal Facilities Revolving Loan Fund	430,000	470,000
Motor Fuel Underground Storage Tank Trust Fund	25,000,000	25,000,000
Waste Tire Management Fund	14,739,386	13,239,386
Lead Hazard Reduction Fund	100,000	100,000
Keep Louisiana Beautiful Fund	2,000	2,000
Brownfields Cleanup Revolving Loan Fund	500,000	500,000
Oil Spill Contingency Fund	94,375	150,517
2004 Overcollection Fund	-	2,145,801
<b>Total</b>	<b>114,713,364</b>	<b>116,210,497</b>

The primary constraints on the LDEQ's budget result from unfunded or poorly funded mandates and activities. For example, hurricane recovery efforts are still in progress and to date the LDEQ has received only partial FEMA reimbursement for activities associated with hurricane recovery. Since August 2005, the LDEQ's Surveillance Division alone has accrued manpower costs associated with demolition and disposal oversights in excess of \$2.5 million. This cost was and continues to be absorbed internally by the department. Other constraints on the LDEQ budget include new demands given to the state by the EPA, fee normalization, and trust fund sustainability.

## VII. POLICIES TO CONTROL GROWTH IN GOVERNMENT

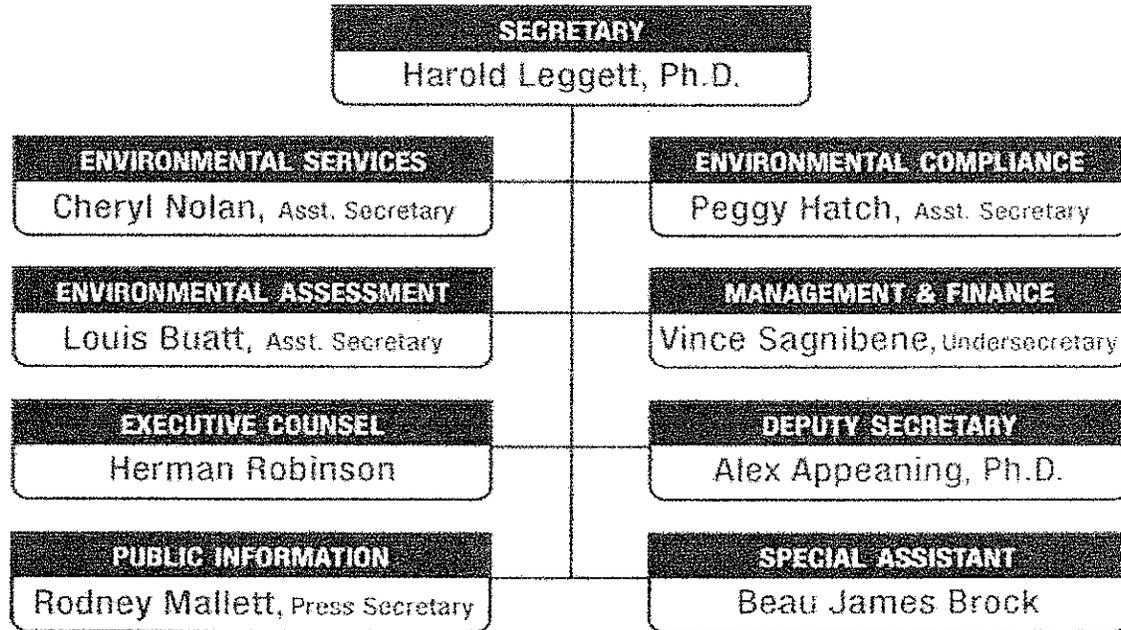
In compliance with the Division of Administration's attempt to control growth in government, 40 authorized TOs were identified for elimination by the LDEQ. This decision was based on the department's 5.5 year historic average for vacancies listed.

Documented in Attachment A is a detail of the 40 TOs/vacancies eliminated by the department per the directive of the Division of Administration. Some of these vacancies are in critical areas of the department. As vacancies occur in other areas of the department, positions may be moved to support these critical areas as a component of realignment and reorganization of this administration.

## VIII. REORGANIZATION 2008 – DOING MORE WITH LESS

In January 2008, Secretary Leggett assembled the LDEQ Leadership Team - a diverse executive team of internal and external professionals with strong scientific qualifications coupled with additional credentials in law, public policy, communications, and enforcement. Below is the LDEQ Leadership Team assembled in this administration.

### LDEQ 2008 Organization Chart



#### Rationale for Personnel Realignments

The LDEQ has implemented strategic personnel realignments along with resource reallocations designed to improve efficiency, transparency, "Front-Loading" and customer service, productivity and performance, regulatory flexibility, outreach to business and community organizations and the protection of the environment, while keeping in mind sound policies regarding economic development and employment. In effect, the realignments outlined below, which include the reallocation of staff and resources will allow the department to best implement the LDEQ's Leadership 10-Point Plan.

The following information discusses the realignment and reorganization efforts on an office by office breakdown. Again, existing vacancies were used to eliminate any layoff of personnel. Some reallocation as new vacancies occur will be necessary to achieve the mission objectives of LDEQ and this administration. This plan (Phase 1) incorporates reallocation of 31 TOs immediately. In addition, more realignment (Phase 2) is anticipated as laboratory and library efficiency efforts and implementation are completed. Preliminary projections of efficiency efforts indicate an additional 20-30 TOs may be affected.

### 13\_850 — Office of the Secretary

#### Comparison of Budgeted to Total Recommended

Means of Financing & Table of Organization	Existing Operating Budget as of 12/01/07	Recommended FY 2008-2009	Over/Under EOB
General Fund (Direct)	\$1,222,063	\$1,220,479	(\$1,584)
Total Interagency Transfers	0	0	0
Fees and Self-generated Revenues	300,000	250,000	(50,000)
Statutory Dedications	7,654,488	7,546,388	(108,100)
Interim Emergency Board	0	0	0
Federal Funds	0	0	0
<b>Total</b>	<b>\$9,176,551</b>	<b>\$9,016,867</b>	<b>(\$159,684)</b>
T. O.	73	71	(2)

Source: FY 08-09 Executive Budget

The Office of the Secretary is made up of the Legal Affairs Division, Communications Division, Criminal Investigation Division, and the Deputy Secretary's Group, which consists of the Ombudsman, Legislative Affairs, Community and Industry Relations, Municipal Facilities Revolving Loan Fund, Small Business Assistance, and Recycling and Litter.

In FY 2009, the Office of the Secretary will contribute three authorized vacant TOs to the 40 vacancies the department is required to eliminate per the directive given by the Division of Administration. However, as a component of realignment and reorganization, the Office of the Secretary will gain 24 authorized TOs from the Office of Environmental Services. As a result, the Office of the Secretary is projected to have a total of 94 authorized TOs in FY 2009 (see Attachment B). *The proposed 94 TOs are in lieu of the 71 TOs listed for the Office of the Secretary in the FY 2008-2009 Executive Budget.*

### 13\_851 — Office of Environmental Compliance

#### Comparison of Budgeted to Total Recommended

Means of Financing & Table of Organization	Existing Operating Budget as of 12/01/07	Recommended FY 2008-2009	Over/Under EOB
General Fund (Direct)	\$3,048,628	\$2,953,994	(\$94,634)
Total Interagency Transfers	0	0	0
Fees and Self-generated Revenues	17,374,004	17,663,155	289,151
Interim Emergency Board	0	0	0
Federal Funds	2,422,202	2,722,202	300,000
<b>Total</b>	<b>\$22,844,834</b>	<b>\$23,339,351</b>	<b>\$494,517</b>
T. O.	291	278	(13)

Source: FY 08-09 Executive Budget

The Office of Environmental Compliance is made up of the Surveillance Division, Enforcement Division, and Emergency Response and Radiological Services Division.

In FY 2009, the Office of Environmental Compliance will contribute 11 authorized vacant TOs to the 40 vacancies the department is required to eliminate per the directive given by the Division of Administration. Additionally, the Office of Environmental Compliance will lose seven authorized TOs to the Office of Environmental Assessment. As a result, the Office of Environmental Compliance is projected to have a total of 273 authorized TOs in FY 2009 (see Attachment C). *The proposed 273 TOs are in lieu of the 278 TOs listed for the Office of Environmental Compliance in the FY 2008-2009 Executive Budget.*

### 13\_852 — Office of Environmental Services

#### Comparison of Budgeted to Total Recommended

Means of Financing & Table of Organization	Existing Operating Budget as of 12/01/07	Recommended FY 2008-2009	Over/Under EOB
General Fund (Direct)	\$2,388,764	\$2,241,272	(\$147,492)
Total Interagency Transfers	7,025,000	0	(7,025,000)
Fees and Self-generated Revenues	0	0	0
Statutory Dedications	8,665,684	9,290,220	624,536
Interim Emergency Board	0	0	0
Federal Funds	5,239,843	4,899,843	(340,000)
<b>Total</b>	<b>\$23,319,291</b>	<b>\$16,431,335</b>	<b>(\$6,887,956)</b>
T. O.	216	205	(11)

Source: FY 08-09 Executive Budget

The Office of Environmental Services is made up of the Air Permits Division, Water Permits Division, Waste Permits Division, and Environmental Assistance Division.

In FY 2009, the Office of Environmental Services will contribute eight authorized vacant TOs to the 40 vacancies the department is required to eliminate per the directive given by the Division of Administration. Additionally, the Office of Environmental Services will lose 24 authorized TOs to the Office of the Secretary as a component of the LDEQ reorganization. As a result, the Office of Environmental Services is projected to have a total of 184 authorized TOs in FY 2009 (see Attachment B). *The proposed 184 TOs are in lieu of the 205 TOs listed for the Office of Environmental Services in the FY 2008-2009 Executive Budget.*

### 13\_853 — Office of Environmental Assessment

#### Comparison of Budgeted to Total Recommended

Means of Financing & Table of Organization	Existing Operating Budget as of 12/01/07	Recommended FY 2008-2009	Over/Under EOB
General Fund (Direct)	\$3,166,882	\$3,217,240	\$50,358
Total Interagency Transfers	0	0	0
Fees and Self-generated Revenues	0	0	0
Statutory Dedications	23,194,582	25,368,873	2,174,291
Interim Emergency Board	0	0	0
Federal Funds	20,299,690	19,060,073	(1,239,617)
<b>Total</b>	<b>\$46,661,154</b>	<b>\$47,646,186</b>	<b>\$985,032</b>
T. O.	277	269	(8)

Source: FY 08-09 Executive Budget

The Office of Environmental Assessment is made up of the Air Quality Assessment Division, Water Quality Assessment Division, Remediation Services Division, Underground Storage Tanks Division, Technology Division and Laboratory Services Division.

In FY 2009, the Office of Environmental Assessment will contribute twelve authorized vacant TOs to the 40 vacancies the department is required to eliminate per the directive given by the Division of Administration. However, the Office of Environmental Assessment will gain seven authorized TOs from the Office of Environmental Compliance. As a result, the Office of Environmental Assessment is projected to have a total of 272 authorized TOs in FY 2009 (see Attachment D). *The proposed 272 TOs are in lieu of the 269 TOs listed for the Office of Environmental Assessment in the FY 2008-2009 Executive Budget.*

### 13\_855 — Office of Management and Finance

#### Comparison of Budgeted to Total Recommended

Means of Financing & Table of Organization	Existing Operating Budget as of 12/01/07	Recommended FY 2008-2009	Over/Under EOB
General Fund (Direct)	\$2,937,511	\$2,454,806	(\$482,705)
Total Interagency Transfers	0	0	0
Fees and Self-generated Revenues	139,385	139,385	0
Statutory Dedications	57,824,606	56,341,861	(1,482,745)
Interim Emergency Board	0	0	0
Federal Funds	972,586	972,586	0
<b>Total</b>	<b>\$61,874,088</b>	<b>\$59,908,638</b>	<b>(\$1,965,450)</b>
T. O.	137	131	(6)

Source: FY 08-09 Executive Budget

The Office of Management and Finance is made up of the Financial Services Division, Information Services Division, General Services Division, and Human Resources Division.

In FY 2009, the Office of Management and Finance (currently has 137 TOs) will contribute six authorized vacant TOs to the 40 vacancies the department is required to eliminate per the directive given by the Division of Administration. As a result, the Office of Management and Finance is projected to have a total of 131 authorized TOs in FY 2009 (see Attachment E).

## **IX. BENEFITS OF THE 2008 REORGANIZATION EFFORT**

### **1. Projected Savings**

By contributing 40 authorized TOs to comply with the Division of Administration's directive designed to control growth in state government, the LDEQ is projected to save approximately \$2.9 million. The means of financing (MOF) is the Environmental Trust Fund. LDEQ plans to use the projected savings to support the funding of an ES 4 Series and support a modest pay increase for the ES 3 Series.

### **2. Increased Efficiency**

By completing the realignments of personnel across headquarters and the regions, the LDEQ will become more efficient in meeting the needs of its customers statewide. For example, the 24 authorized TOs gained by the Office of the Secretary will assist with front-loading. In addition to responding promptly to complaints, the reallocated positions will provide education, technical assistance and information to small businesses, community organizations, local governments, and the general public.

### **3. Greater Transparency & Accountability**

By completing the realignments of personnel across headquarters and the regions, the LDEQ will become more accessible, open and efficient in meeting the needs of its customers statewide and more accountable to the public at large.

### **4. Enhanced Customer Service**

By completing the realignments of personnel across headquarters and the regions, the LDEQ should provide better customer service to the citizens of the state. This reallocation and streamlining of offices will provide a more focused work force in each office.

### **5. Improved Communication**

By completing the realignments of personnel across headquarters and the regions, the LDEQ should become more accessible to small businesses, community and civic organizations and the public at large.

### **6. More Innovation**

By completing the realignments of personnel across headquarters and the regions, the LDEQ will become more flexible and innovative in dealing with issues by adopting out-of-the-box approaches.

## **X. THE LDEQ LEADERSHIP 10-Point Plan**

In keeping with Governor Bobby Jindal's philosophy of fiscal reform and government accountability, the LDEQ Leadership Team is committed to operating the department as a first-class organization by adopting a common-sense business approach which incorporates the recommendations of the Governor's Transition Economic Growth Advisory Council – Environment Working Group. This commitment is captured in Secretary Leggett's 10-point plan for LDEQ. The LDEQ 10-point plan captures the theme of efficiency and streamlining and incorporates into the day-to-day activities of the department.

### **1. Ethics and Integrity**

Governor Bobby Jindal called a special legislative session for the sole purpose of considering a comprehensive ethics and government reform legislative package, sending a clear signal to officials and business leaders across the country that Louisiana was serious when we proclaim a "fresh start" and that we are open for business. In response to the Governor's call, on February 29, 2008, at the close of the 1<sup>st</sup> Extraordinary Session in 2008, the Louisiana Legislature passed the nation's "Gold Standard in Ethics Reform" – the most comprehensive ethics package in the history of the state that immediately catapulted Louisiana in the national rankings for government integrity and ethics. Instead of ranking 44<sup>th</sup> overall by the Center for Public Integrity, 46<sup>th</sup> overall by the Better Government Association's Integrity Index, and 49<sup>th</sup> place for doing business according to Forbes Magazine, Louisiana made history overnight by becoming the national standard bearer for ethics, transparency and government accountability.

The LDEQ's commitment to ethics and integrity mirrors that of the Governor. The LDEQ will adhere strictly to the Louisiana Code of Governmental Ethics and all members of the LDEQ and the executive team have completed ethics training.

### **2. Transparency**

The LDEQ recognizes the importance and value of communicating openly with all stakeholders – the regulated community, the non-business, non-government environmental community, and the social/environmental justice community. The LDEQ is committed to increase its responsiveness to all stakeholders. All members of the LDEQ executive team are committed to have an open door policy to citizens groups and seek their input. Not only will this result in a more efficient operation for the department, but it will send a clear signal that Louisiana is seriously open for business that serves the best interest of all the state. On March 14, 2008, the LDEQ complied with the Governor's Executive Order NO. BJ 2008-2.

### **3. Level Playing Field**

Environmental regulations are becoming increasingly complex. The LDEQ is committed to ensuring that our application and permitting processes are easy to navigate by all potential investors. If the environmental permitting process is not clearly understood, Louisiana risks losing major economic development projects to other states with clearer and/or more timely regulatory processes. Accordingly, Louisiana's environmental regulations and their application are being reviewed for consistency and competitiveness with other states to

ensure that we compete with other states on a level playing field. The LDEQ is committed to enforcing its existing environmental regulations more consistently and predictably, and ensuring that penalties are fairly and effectively applied. Strong enforcement efforts result in a cleaner environment for everyone and send the signal to the public that Louisiana is serious about enforcing our laws and cleaning up our environment. The enormous costs of maintaining environmental compliance shouldered by our corporate environmental stewards shall not be undercut by a few who attempt to gain an economic advantage in the international market place.

#### **4. Front-Loading**

Front-loading is a proactive approach that focuses primarily on education, technical assistance, and sharing information. The LDEQ is committed to work closely with the Louisiana Department of Economic Development to attract new businesses to the state while educating existing businesses on regulatory requirements. The LDEQ will provide more technical assistance and educational opportunities to its customers in the regulated community and the general public by providing written guidance and training/workshops where necessary to ensure that complex regulations are better understood.

With the emergence of environmental technologies and increasing economic development competition, Louisiana has to take advantage of all available opportunities to lure investments to the state by pursuing new economic opportunities related to the environment. Front-loading will allow the LDEQ to decrease the obstacles faced by existing businesses and assist new businesses to better understand the regulatory process and requirements, thereby allowing them to invest in Louisiana with confidence.

#### **5. Regionalization**

Regionalization is a decentralized approach designed to make the LDEQ more efficient and responsive to our customers statewide. Regionalization will allow the LDEQ to increase customer service, decrease referral backlogs, improve turnaround time and provide rapid responses. The LDEQ estimates that more than 65 percent of all services can be provided at the regional level and to that end the department is working diligently to strategically increase resource allocation to the regions.

Regionalization will foster better working/living relationships between communities and industry, and the department intends to dedicate more staff to the regional offices to provide outreach opportunities. This will bring communities and business together to anticipate and diffuse common problems. Regionalization will also permit the LDEQ to expand more front-loading opportunities – for example the department plans to develop additional compliance assistance training for even more industry types.

To achieve greater efficiency, division of labor, and better customer service, the LDEQ is expanding the number of its regions from six regions to eight regions. A breakdown of the regions and the parishes they serve is listed below:



## **6. Investment in Employees**

The LDEQ's greatest resource is its employees. The expertise and dedication they bring to the job in protecting Louisiana's environment is exemplary. Unfortunately, the ability to attract and retain qualified people has always been a challenge. Historically, entry-level staff members begin their careers at the LDEQ, gain three to eight years of experience, and leave for higher-paying jobs in consulting or industry. Frequent turnover of staff in mid-level positions creates a constant cycle of retraining and represents a major barrier to building consistent, experienced teams. This pattern is exacerbated by staff losses to other agencies as well as expertise losses due to aging of the workforce.

As part of its Workforce Development Plan, the LDEQ is working diligently through its internal human resources office and the State Civil Service Department to address recruitment and retention problems. Retention strategies under consideration include the development of an ES 4 Series, a competitive career track for mid-level professionals (8-15 years of service) to grow professionally, advance, and stay with the department. Other retention strategies include expanding professional development training to include no-cost technical assistance by industry staff during LDEQ sponsored training workshops. The use of flexible work schedules is also being implemented. Additionally, the strategic use of Civil Service's Special Entrance Rate for Environmental Scientists, especially ES 3's is also being strongly considered. The LDEQ strategy is to have fewer staff while investing in our remaining staff.

Components of a broad recruiting strategy include better use of Performance Planning and Reviews (PPRs), where new hires spend the first two years mastering one media (e.g., air), before moving to a second media (e.g., water) for two years, then a third media (e.g., solid waste) for two years, and finally hazardous waste for approximately two years. Thus, over a period of eight to 10 years, the new recruit will become proficient in all the media and by this time will be eligible for promotion to a supervisory position or to the non-supervisory proposed ES 4 Series.

Working closely with public and private colleges and universities, the LDEQ is expanding its recruitment efforts through a student intern program. Other recruitment strategies include re-recruitment of previous employees to replenish lost talent and offering employment opportunities to retired industry employees, who may wish to return to the workforce, but have no mobility aspirations and are more than happy to mentor newer employees. Finally, the LDEQ will advertise job opportunities through professional organizations, and if there are not enough candidates within Louisiana, national recruiting efforts will be considered to attract qualified, experienced candidates to key positions.

## **7. Investment in Community Organizations and Local Governments**

Working closely with stakeholders from community organizations, public and private colleges and universities, local and state government leaders and representatives from large corporations, mid-level companies and small businesses, the LDEQ is in the process of creating the Louisiana Environmental Advisory Panel (LEAP), an advisory task force that will periodically meet with the Secretary and his executive staff to discuss big-picture

issues facing the state and department. In the process the department will strengthen its relationships with its external constituents, especially those experts who care deeply for the environmental health of Louisiana. Stronger partnerships among key stakeholders will facilitate broad-based input and well-designed environmental policies and practices.

The LDEQ is committed to devoting significant resources as part of its front-loading efforts to educate communities about regulatory processes and to assist local governments in the decision making process.

#### **8. Investment in Small Businesses**

The LDEQ is committed to maintaining and enhancing a clear, expedient, and predictable environmental permitting process to leverage expansions among existing small businesses and attract new investments. Small business has been the greatest growth area in Louisiana in recent years. The LDEQ will focus on providing more assistance to our small businesses to assist them in achieving and sustaining compliance. Additionally, the department has reduced permit and enforcement backlogs. Communication with small businesses will be enhanced, enabling them to know exactly how long it will take to get a permit, thereby building their confidence levels to invest in infrastructure and create jobs. The LDEQ will be more proactive with small businesses, by providing them with important information, technical assistance and education, thereby keeping more companies in compliance.

#### **9. Investment in Green Government & Applied Research**

In compliance with the Governor's Executive Order NO. BJ 2008-8, the LDEQ has taken the following steps:

1. The LDEQ has identified a senior staff member to serve as our liaison with the Division of Administration in the development of sustainable and energy efficient programs, budget and management review, purchasing of alternative and renewable energy, and implementation of the sustainable building guidelines.
2. Working in cooperation with the Division of Administration and the Department of Natural Resources, the LDEQ Communications Division is charged to develop an information campaign to disseminate to other departments best methods and practices regarding energy efficiency, conservation, and the benefits of adopting such practices. This dynamic campaign will be updated annually.
3. The LDEQ fully intends to implement a fleet reduction of approximately 15 percent in FY 2009, which in terms of avoided cost should yield a projected savings in excess of \$900,000.
4. Effective immediately, replacement of remaining fleet vehicles will be expanded to include a heavy emphasis on hybrid and other fuel-efficient vehicles as well as alternative fuel vehicles on state contract.
5. The department has adopted an aggressive in-house recycling and paperless program to reduce solid waste with emphasis on single stream recycling.
6. The LDEQ is fully committed to energy conservation and has adopted a strict purchasing policy to replace all future appliances with more energy efficient models using the Energy Star as a minimum standard.

The LDEQ will continue to invest in applied research and commercialization efforts. We anticipate that such efforts will have the potential to develop new environmental assessment technologies (e.g., FLIR). By building strong ties with relevant research enterprises, we will engage more intellectuals in the process of addressing environmental challenges and market opportunities and, in turn, refine research programs to ensure greater collaboration with the private and government sector.

#### 10. Investment in Technology – e-Business

Effective July 31, 2008, the LDEQ will begin to roll-out its on-line services – e-Payments, e-Permits, e-Data Submittal (Title V Reports, Discharge Monitoring Reports, Emissions Inventory), and e-Identity, an identification system that will provide a unique user name and password for conducting future e-business with the LDEQ. Technology will be leveraged as part of our efforts to become more efficient, transparent, customer friendly, and a strong partner in advancing economic development opportunities for our state.

On-line submittal of permit applications will be a significant benefit to many LDEQ customers by decreasing the amount of time and paperwork involved in the permitting process. Furthermore, a computerized submittal system will help to identify incomplete applications and ensure that all information required is submitted in a clear format.

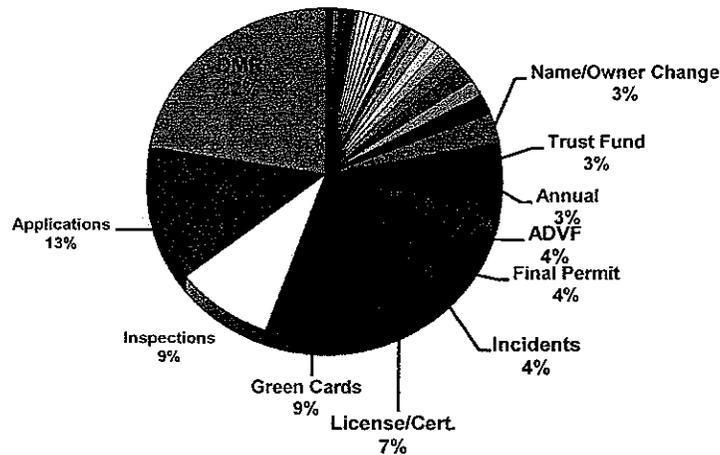


Figure 2: EDMS Utilization

The Electronic Document Management System (EDMS) is the system used by LDEQ to provide access to the regulated community and public for documents and information

submitted to the department. In 2007, the LDEQ recorded over 171,000 documents in EDMS. Between on-line submittals of Discharge Monitoring Reports (DMRs) and Green Cards (Receipts of Certified Mail) alone, the LDEQ can increase efficiency by 31 percent and re-direct scarce resources to critical front-loading needs in the regions and away from Baton Rouge. The LDEQ does recognize the fact that in unique cases documents may have to be either hand delivered or delivered using certified mail. Efforts to utilize more electronic submittal will greatly reduce the cost and manpower currently required to enter data and information into EDMS.

## **XI. CONCLUSION**

Currently, the LDEQ is examining the adoption of alternative regulatory approaches, including a trend toward more flexible, market-based approaches compared to traditional "command and control."

The LDEQ will continue to design environmental policies and practices to protect the environment and support economic development. While poorly designed environmental regulatory policies and practices can become barriers to economic growth, well-designed laws can facilitate economic growth, while also protecting the environment. Working with state leaders, the LDEQ will ensure that the environmental laws and policies of our state represent a well-designed environmental regulatory environment.

Finally, the LDEQ will continue to coordinate with the executive, legislative, and judicial branches as well as with members of the business and civic communities and the public at large to ensure that goals and objectives are clearly understood and achieved. The LDEQ sees these groups and associations as "Partners" in the mission of the department. The participation of all partners in the regulatory process serves to ensure the people of Louisiana that the LDEQ is doing its job. The LDEQ will endeavor to serve the needs of all citizens of Louisiana by protecting the environment, preserving our quality of life and encouraging economic development.