

# Strategic Planning 7/12/11

- Apply LEAN Principles - 94% of OEP Staff trained in LEAN Principles -
  - Look for ways to eliminate waste
  - Outcome focus
  - Productive team members on LEAN efforts
- Permitting Assistance - reach out to applicant ~~and~~ during review to resolve noted deficiencies -
- Customers Service - Contact prospective business interest to let them know we stand ready to assist
- Work with Divisions to solve complex problems - w/ mutual obj in mind.
  - Also provide necessary visibility to insure consistency & conformity.
- Out reach activities - i.e. de-watering contracts - GP - equipment -  
(Proactive)
  - \* Identify target outreach efforts

- Manitoba / County Web sites for building permits - to reach out and remind re: asbestos / Demo projects

## Resource Management

- Move resources to respond to areas needing additional support  
i.e. ERP → waste / CU / solid waste
- Issue w/ fund sources

## Streamline

→ Waste ~~to~~ Epost  
center

- Ongoing - 2 FTE's & OPS support scan efforts

## Mission

Prot of Public Health & Natural Resources  
of FLA.

\* Sustainable use of  
Resources in support  
of ~~productive~~ ~~eco's.~~  
a health & viable ECO

### - Focus

1 Balance - Proper balance between  
protection & regulatory burden

(4) Proposals

A) Consolidation of Permitting &  
Inspections

i.e. Landfills Permits

i.e. Inspections (Dry Cleaners)

B)

i.e. Consolidated permit

- Request Federal Flexibility?

B) Reduce Complexity of Permits Issued

i.e. - Make CP's, NOE's, Regist,  
BMP's.

- Repeatability - (Always the same  
small chance of issues.)

↳ Big Impact

### 3. Cradle to Cradle Permit (Compliance Assit)

- \* Increase compliance rates
- \* maybe reduction in organizing during permit process
- \* Improved decision making
- \* Focus on offenders
- \* Outcome oriented permitting
- \* Utilized professional community

Need Baseline

### \* 4) Certified Good Steward Program

- i.e. - 10 yr permit
- lower fees
- outreach

currently 10 year - state permit

Organization / Consolidation  
Consistency / Efficiency

1. Division - Clear Mission & Vision  
Statement - w/ Goals & Focus  
areas for Improvement -  
↳ them measured and checked  
↳

## A.) Relationships Between - Divisions / Districts /

- a.) Don't Add Inefficiency to get consistency
- b.) Set Expectations then monitor bench marks

bureau chief - PA will set expectations.

- Clear Goals + Expectations

\* - WPA's will participate in waste

- c.) Identify Near-core Functions or Streamline

i.e. - ERP - Benchmarks, Minimal

- Funding

- Etc. consolidation

- Division's will need (Agency) to review.

- Some will have to let go of their budget resources in order to leverage collectively @ Enter prise

10/1

✓  
d.) Process Improvement + Bench Marking  
↳ Specialist.

• Maybe create Regulatory Counter  
part

↳ distinct person may also  
look outside organization  
↳ Have them create Business  
Plans - and publish on  
line. - message to public.

Observe our progress.

e.) Regulatory / State Levels

- City general approval
- Private Easements } that don't
- Public Easements } accept
- \* Combine inspections

i.e. Lease Compliance Staff  
- maybe not have dedicated  
staff - have cross  
trained staff.

\* Refer problem leases to  
DIVISION

# Leveraging Private Sector (Public Private Partnership)

A) Forecast - what's coming down  
the pipe - work of facilities  
on our schedule i.e. anything  
on it coming in the door

- Re-occurring compliance outreach  
to ~~more~~ close knowledge & expectation  
gap →

\* - Startup program for new business  
• support of w/ staff to give  
prospective business suggestions

- In-lanard Petroleum (as an example)  
Trust Fund

B) Performance Based Outcomes

i.e.  
- Consensus (TAG) - set standards  
to bring in  
- other TAGS i.e. - CANAM  
- Beaches.

- Interactive ways to collaborate  
webinars

- Tech Advisory Group



→ Stakeholders of Industries not  
the same

7/13/11 - LR Discussion ✓

1. Consolidate Land Acquisition

2. Outsource Mkt. of State Lands

- ask Legislature for 3.5 mill spend
- Ask Gov't to put in Budget Request for speciality Authority i.e. 40 mill need for Buffer Land around Kglid

\* so state owns buffers around  
AF Bases

3. Submerge Land Leases -

- Maybe require sign Lease as opposed to waiving

4) Simplified Sub-merge land Lease

10 or 15 - Year

- Automatic
- Rule Change
- Good Steward Liaison

5) Work w/ Private Sector to allow Bio-mass Plant on state Lands

- Maybe sale wood pellets
- Tate's Hill

✓ Personnel ADM

1) Centralizing Budget Functions

2) Expenses (Rent)

12 million

40 leases state wide  
• Co-locate on other state  
offices.

⊗ Do District Boundaries  
make sense

3. State Vehicle Pool

- 1550 Vehicles Total

- Aging Fleet

- 1/3 over 100k

- 35% Less than 5k last  
year

⊗ Work Comp Claim

\* - Increase safety awareness \*

- Training (boating safety)

- 9/10 - 500 claims

- 382 Rec & Parks

- Need to Review

\* Emergency reports

⑤ Purchasing Power

i.e. 45 Contracts

- maybe combine contract across lines to get a better price.

⑥ Office Suppliers -

- 1 mill expense

⑦ Incentive Programs

+ maybe use coupons

↳

14 - Customer Service Award

i.e. = Discount to State Park

-

⑧ Actual # Signatures on Staff

⑨ Right-Size -

- Identify Senior Staff & Develop Mentorship.

- Pay Competitively

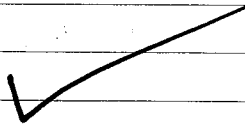
- Introd Train - Continued Edu.

o where pay. Exp in machine

-

Director's Meeting 7/13/11

- Program Consistency -



\*

- a) Dev Templates - Permits
- b) Penalty Matrix - Tighten Range?
- c) Out Reach activities
- d) DepNet - Consistency doc's
- e) Division - File Reviews
- f) Centralize Templates on DepNet
- g)

Crisis Management

a) Est. guideline ahead of time  
so better prepared

b) Immediate Communication

a) Maybe start w/ Rachel in communication then contact Rachel Jeff

- c) Proactive Env - Messages  
→ Early Communication

\* Bring Outreach → coordinators, etc.  
to discuss new strategy.

# ✓ Dep Sec → Ext Methodology

① Outreach / educational

- Take heavy spill too  
at certain times

② Setting up relationships  
w/ municipal counterparts  
to share info.

③ Educate Officers

④ Impact w/ No Interest.

↳ restore vs. penalize

⑤ Impact w/ Intent (Minor)

\* \* Issue do people comply \* \*

\* Send ~~outreach~~ outreach efforts  
Curtis

# Risk Assmp / Risk Based Cloms

62-27 changing - target key - value  
in way D & high - not conservative  
- 15 years ago.

- Memo - will need to review of comm office  
first

## NMC

Solid Waste Webinar - to discuss  
permit changes. - CIP changes

- Doing Webinars to address  
issues
- Need ideas of issues  
- ummm

Contingency Mitigation  
• Pri. Imports

Collections

- Dept of Revenue  
30-60-90

✓  
- LCR - Collections - Utilize Dept of Rev.?

✓ + Send Self Audit Inquiries

- Management of Env Monitoring Personnel  
↳ Are they optimally organized  
↳ Lab will be producing data to aid

✓  
7/14/11

Rec - Discussion

1. Started 1994

a) Grant Fund (EMA Coordinator)  
b) EM + ESI  
Avg 10 grant funded OPS

c) Obj:  
- Restoration of coastal habitat  
- Education, outreach - Living Shorelines  
- Partnership development

d) NOAA - Proposed Proj Funding ERS  
10 mill



- ✓
- Other agencies have submitted grants to Flow de ERS 25 mill
  - NROA Contracts - result 85 + Several private sector contracts
    - ↳ FTE Support
  - 30K Folks Educated by prog.
  - 16,500 Volunteer hours
  - Restored 85 Acres oyster, saltmarsh, sea grass, wetland dune, riverine, riparian habitat

10:11 Ratio on funding -  
↳ ops job creation

why applicable - to DEP

↳ demonstration sites w/  
verified monitoring

↳ living shorelines initiative -  
w/ hopes of being  
underpinned by private  
sector.

## ✓ State Agency -

① Penalty + Cost  
↳ usually forgo penalty +

② DOT - To be determined

LE - Greg Gibson

850-245-2853

(C) 251-1386

① EPA -

② Compliance - Experts -  
to characterize material =

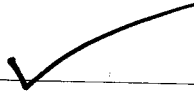
✓ ~~★ Env Crimes Task Force~~ <sup>Oscar</sup>  
meetings

\* - Working Groups (Task Force)

↳ Send to Soff (who/where)

↳

# Structure



① AA's to Centers when not busy

\* Business AA's Analysis

\* What do the AA's do.

\* Efficient Utilization of Position:

→ Rate utilization from position

→ Budget Issues?

→

② Centers Production - Rates?

→ Goals? - manage as products

→ Factors to Cost's

↳ space (sq ft taken by files)

↳ salary of scan resources.

↳

③ Districts - IT Budget?

• Continue Enterprise approach  
but systems will be built  
from the bottom up.

• Got to have workflow systems  
↳ to see where items are

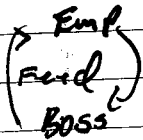
✓  
LEAN!

- Bench Marking Specialist

\* What are Director's Bench Mark?

\* What are Bench Marks for PM's?

\* Ways to become more objective:



New Employee - Process

\* Identify folks that are on the way out and a plan to replace them

Incentive Program → Meritt Raises

- Reduce Paperwork - Training, Travel, etc, maybe push down

• Changing House to share projects.

↳ Can use park's space

↳ CANA Meetings.

↳

\* Send Inquiry reports to Dir  
daily for purpose to review. ✓

↳ Carla will send memo request

↳ Can enforce dress code

↳ Pam has an example

↳ Customer Service can  
account for dress issues.

↳ Maybe move ECO to DEAR

IT. Budgets

- Enterprise Approach