

**From:** [Littlejohn, Jeff](#)  
**To:** [Mansfield, Geoffrey](#)  
**Cc:** [Gaskin, Carla A.](#)  
**Subject:** Strategic visioning meeting  
**Date:** Tuesday, July 12, 2011 7:29:22 AM  
**Attachments:** [STRATEGIC PLANNING MEETING.doc](#)

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Geof,

Sorry for not getting back to you yesterday afternoon. I appreciate your thoughts every much, and I do intend to call on you to discuss the topic of centralization of non-core functions.

I've attached my notes for the meeting, and your topic is in the "Consistency and Efficiency" section. Please keep in mind that CK has an hour tomorrow, so I suggest that you "tee up" the subject from the regulatory perspective today, and leave it for tomorrow to discuss in more detail.

For the Directors meeting, I would like to cover the results of the strategic meeting and go through the legislative proposals. Steverson extended the deadline for submittal to Thursday COB to give us time to go through it as a group.

Carla, would you please draft an agenda for the Director's meeting and transmit it? It should be very basic:

1. Introductions and opening remarks
2. Go through SV meeting results
3. Go through legislative proposals
4. Open discussion

Thanks,  
Jeff

Thank you,

Jeff Littlejohn, P.E.  
Deputy Secretary for Regulatory Programs  
E-mail: [Jeff.Littlejohn@dep.state.fl.us](mailto:Jeff.Littlejohn@dep.state.fl.us)  
Direct #: (850)245-2037  
3900 Commonwealth Blvd MS 15  
Tallahassee, FL 32399

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**From:** Mansfield, Geoffrey  
**Sent:** Monday, July 11, 2011 3:18 PM  
**To:** Littlejohn, Jeff  
**Subject:** centralizing

Jeff,

Here are some thoughts for your consideration. You can skip right to the bolded "centralize functions," below, but I've articulated briefly my view of centralization vs. decentralization.

To me, the issue isn't whether to centralize or decentralize as an either-or choice but, rather, to determine who should make what decisions at what level. If the decisions logically fall (or, for whatever reason, must fall) at the highest levels, then a greater degree of centralization should exist; if decisions logically fall (or are chosen to fall, for whatever reason) at lower levels, then more decentralization is in order. I think we should focus on the logic of the decisions and the demands of the tasks, including the need for expertise and the distribution of workload, to determine what degree of centralization/decentralization should exist in any given area. And, regardless, the agency should emphasize broadly informed decision-making.

## STRATEGIC PLANNING MEETING

- I. REGULATORY PHILOSOPHY
  - a. Mission Statement: Protection of Public Health and the Natural Resources of Florida (but limited to our rules – Scientist vs. Policy maker Quote)
  - b. Support Administration and Make Improvements. Four major areas of focus:
    - i. BALANCE
      - 1. Cucinelli quote
      - 2. Strike the proper balance between the regulatory burden and environmental protection/risk
      - 3. We're not the only state doing this, and we can be the best. Use your Process Improvement/Benchmarking folks to find best practices nationwide
      - 4. 4 Proposals**
    - ii. CONSISTENCY & EFFICIENCY
      - 1. Important for a fair and predictable business environment
      - 2. Integrated view of regulatory programs maximizes use of assets across program areas, minimizes stovepipes and duplication of programs
      - 3. Example from Jorge: Each Regulatory Division needs a mission/vision/purpose statement that supports and ties in to the mission of the Department. There will be goals and focus areas for improvement that are established by the Directors and measured for progress with dates for completion. Each Bureau and Program needs the same.
      - 4. 4 Proposals**
    - iii. LEVERAGE PRIVATE SECTOR
      - 1. Significant productivity gains to be realized here, but requires the most unconventional thinking
      - 2. Greatest risk and reward
      - 3. Public Private Partnerships
      - 4. Performance Based Outcomes (permits, compliance, etc.)
      - 5. 4 Proposals**
- II. FORMAT FOR DISCUSSION OF PROPOSALS
  - a. I will set up the proposal, provide my reasoning for including it
  - b. In most cases, I will turn it over to one or more of my Directors to fill in details
  - c. This is a discussion, not a presentation, so please interject your thoughts

## **FOCUS AREA: BALANCE**

### 1. Consolidation of Permitting and Inspections

- a. For activities such as Landfills, with multiple permit types (ERP, Title V (air), Waste), we should look for opportunities to issue a consolidated permit. Also, even within a program area (Waste), there may be multiple permit types.
- b. For inspections of Drycleaners, HazWaste and Air. Merge to Waste. Alternative to multi-media inspections.
- c. Shift Permits/Inspections to Other Programs: Open burning permits to Dept of Forestry, Crematories inspections to Dept of Fin Serv, Div of Funerals/Crematories

(Greg and Jeff Prather)

### 2. Reduce Complexity of Permits Issued (and our burden). Move from IPs to

GPs/NOIs/Registration w/ BMPs:

- a. Yard Trash processing
- b. Waste Tire Collectors and Haulers
- c. Water collection and distribution systems
- d. Vehicle wash systems
- e. Asphalt plants
- f. Compression engines
- g. NG pipelines
- h. Polystyrene boat manufacturing
- i. Air curtain incinerators
- j. Small grit/sandblasting operators
- k. Small boilers
- l. Concrete batch plants
- m. USTs
- n. Citrus processing

### 3. Cradle to Grave Permitting aka "Compliance Assistance Program" (sheet)

### 4. "Certified Good Steward" Program (sheet)

## **FOCUS AREA: CONSISTENCY & EFFICIENCY**

1. Relationship between TLH Directors/BCs and Districts/PAs.
  - a. Balance oversight for consistency with the inefficiency that will result from the review of all actions (also pervasive within our organizations, which is why we need to flatten our org structures)
  - b. Also problem manifests if perception is that all decisions are made in TLH
  - c. Answer: Division Directors and Bureaus will set expectations for Districts/PAs. Must establish and monitor benchmarks. Make course corrections to expectations or add training as needed to improve results.
  - d. Also true of Branch offices and districts. (Shawn)
  - e. (Jorge)
2. Streamline/Combine activities Department wide or within Divisions/Bureaus, Focus on non-core functions
  - a. Contract and Grant management, Finance and Accounting, Budgeting and purchasing (Geof, CK)
  - b. Aerial photo acquisition/management
  - c. Land Management
  - d. ERP (beaches, mit banks, mining)
  - e. Funding programs (beaches, water facilities, 319 (DEAR) funding)
  - f. IT consolidation (sheet)
3. Process Improvement/Benchmarking Specialists (sheet)
4. Reg & State Lands Efficiencies (sheet)

## **FOCUS AREA: LEVERAGING THE PRIVATE SECTOR**

1. Outreach:
  - a. Agency must engage w/ regulated community to make significant gains
  - b. Permit Renewal Forecasting and Compliance Partnering Initiatives (Greg),  
Start up program for new businesses (Jon)
2. Inland Petroleum Trust Fund (Jorge)
3. Performance Based Outcomes
  - a. contracts for site cleanup, IT?
  - b. Mitigation and permitting
4. Set up Councils/TAGs to solve problems/build consensus
  - a. UMAM, Beaches, Sinkholes, Restoration, Monitoring Council (Drew)
  - b. Non-public entity groups avoid sunshine laws.
  - c. Develop interactive networking tools to collaborate and accelerate
  - d. "Managed" by DEP to drive results
  - e. "Outcomes" used to develop/improve rules