

Trends

No Data Available

Legend:

↑ Increase, ↓ Decrease, ↔ Steady

Key Performance Areas

No Data Available

Productivity

No Data Available

Legend:

↑ Improving, ↓ Worsening,
↔ Maintaining

For more information on administrative key, and productivity measures, go to www.vaperforms.virginia.gov/agencylevel/index.cfm

Background & History

One of the Commonwealth's top priorities is to conserve and protect our natural resources so they may be enjoyed for generations to come. The Department of Environmental Quality (DEQ) is committed to enhancing Virginia's environment and protecting the well-being of Virginia's citizens. In its 20 years of operation, the agency has focused on finding solutions to environmental challenges and to show measurable results.

To accomplish this, DEQ administers state and federal laws and regulations for air quality, water quality, water supply and land protection. In addition, other programs cover a variety of environmental activities, such as improving the ability of businesses and local governments to protect the environment, offering technical and financial assistance for air and water quality improvements, promoting recycling and the prevention of pollution and litter, protecting Virginia's coastal areas, reviewing the environmental impacts of state and federal projects, and encouraging voluntary measures that safeguard natural resources. Through its six regional offices, DEQ issues permits, conducts inspections and monitoring, and enforces regulations and permits.

Primary Product & Services

DEQ monitors air and water quality, issues air quality forecasts, and works to restore the quality of waters such as the Chesapeake Bay and Virginia's rivers. DEQ also investigates fish kills, oversees cleanups at environmental incidents such as fuel and chemical spills, and conducts special studies to investigate environmental contamination and its sources. As part of its effort to protect human health and the environment, DEQ issues environmental permits to businesses, local governments, and state and federal facilities. DEQ inspects and monitors permitted facilities, ensuring that they comply with regulations and permits. In cases where permit requirements are not met or where regulations are violated, DEQ focuses on bringing facilities into compliance.

DEQ communicates and collaborates regularly with individuals and organizations interested in environmental policy and procedures. DEQ's community involvement policy recognizes that stakeholders are valuable partners and seeks to engage people early and often in environmental decision-making. DEQ provides opportunities for meaningful involvement in all agency programs, looks for new ways to enhance public input, and develops materials and opportunities for public engagement in meetings and public hearings related to permits and regulations. Citizens can work with citizen groups to monitor water quality, develop cleanup plans for "impaired" streams, rivers and lakes; and nominate waters of exceptional quality for special designation.

On July 1st, following legislation passed by the 2013 General Assembly, DEQ became the Commonwealth's lead agency for managing stormwater and the nonpoint source pollution programs. This significant consolidation of programs previously managed by the Department of Conservation and Recreation (DCR) include stormwater permits, erosion and sediment control, Chesapeake Bay preservation, watershed restoration implementation (TMDLs) and nonpoint source training, funding and certifications. The transferred programs under one roof will complement programs already at DEQ and will enhance our service to the public helping to ensure that local governments, builders and developers, and the public are able to obtain the information and assistance they need for effective management and reduction of water pollution.

DEQ recently received \$35 million in bond authorization for the Stormwater Local Assistance Fund, which will provide matching grants to local governments for the planning, design and implementation of stormwater best management practices.

Customer Base

Ensuring the protection of Virginia's environment is a cooperative effort that involves communities, businesses and industries, educators, government agencies and many others. DEQ collaborates with these partners to

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strengthen the role everyone plays in environmental protection and to finding lasting solutions.

Customer Listing

No Data Available

Key Agency Statistics

DEQ devotes significant resources to the basic environmental regulatory functions of issuing permits, conducting inspections, monitoring air and water, providing financial assistance to wastewater treatment facilities and enforcing state law and regulations. The statistical data table below contains a few examples of these basic regulatory actions. These are broad categories providing a high level view of the types of key statistics collected by DEQ to evaluate performance measures. All statistics shown in the table are reported on an annual basis.

Finances

DEQ is funded 21% by general fund appropriations, 29% with federal funds, and 50% through other non-general fund appropriations in the base budget. The other non-general fund appropriations are primarily for the Virginia Petroleum Storage Tank Fund, Title V air permit fees, water and waste permit fees, and indirect cost revenue from federal grants and the Title V program. A variety of other smaller fund sources are also included in DEQ's budget. The Water Quality Improvement Fund (WQIF) is not funded in the agency's base budget appropriation as these appropriations are one-time in nature and are dedicated solely for the reimbursements to waste water treatment facilities for mandatory upgrades. Of the total agency base budget, a large portion (37%) of expenditures are 'pass-through' funds for Clean Water revolving loans, reimbursements to tank owners, and payments to local governments and other state agencies. The remaining 63% of funds are used to support DEQ staff and operational programming.

Fund Sources

No Data Available

Revenue Summary Statement

The majority of DEQ revenue is derived from federal grants, a motor vehicle fuel tax for the Virginia Petroleum Storage Tank Fund, and permit fees for specific land, water and air sources. In FY 2013, DEQ received \$109 million from various revenue sources. The following is a summary of major revenue sources by category:

Dedicated Special Revenue - \$41 million in FY 2013

These are revenues obtained from specific fees, taxes, licenses, permits or assessments that are the sole or primary source of support for the activities and services provided. Major sources in this revenue type include the Virginia Clean Water Revolving Loan Fund grants, Solid Waste and Water permit fees, Biosolids fees and Air Emission fees for Northern Virginia.

Trust and Agency – \$33 million in FY 2013

These are revenues received and held by government in the capacity of trustee, custodian or agency for government entities and non-public organizations. The main source of revenues in this category is from the Motor Vehicle Fuels (Gas) tax. All revenues received from this tax are used to reduce the number and severity of leaks from underground and aboveground storage tanks through regulation, inspection, and cleanup.

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Federal Trust - \$19 million in FY 2013

These are federal grants and monies received from the federal government in support of mandated environmental activities to ensure Virginia's compliance with all federal laws for Land Protection, Air Protection, and Water Protection.

Enterprise – \$11 million in FY 2013

These are activities of government which require full funding through revenue collections (self-supporting). All revenues in this category are collected in support of the Title V clean air permitting and compliance activities in Virginia.

Special Revenue - \$5 million in FY 2013

These are activities supported from revenues derived from various other special (non-general) revenue sources. Major sources in this revenue type include permit fees for Hazardous Waste and Indirect Cost Recoveries.

Key Risk Factors

Several factors will have a significant impact on the agency in the future:

Long-term Groundwater Declines - Current rates of pumping have led to groundwater level declines, land subsidence, and intrusion of saline water in Virginia's aquifers. These rates cannot be sustained; measured water levels and model simulations show that the state's primary aquifers are being pumped faster than replenishment. Increased needs for water will require additional tools and resources to assess and address these declines which are identified in local and regional water supply plans and further analyzed in the State Water Resources Plan.

Chesapeake Bay Watershed Implementation Plan (WIP) - As the implementation of the WIP progresses over the next decade and beyond, the interaction between point and nonpoint source pollution abatement efforts and voluntary and regulatory programs will become more frequent and complex. Difficult policy and budgetary decisions must be made based on a comprehensive view of the impact of various water pollution sources and the interaction between them.

Proliferation of Environmental Regulations - New environmental regulations promulgated at the federal level result in the need for states to implement policy changes, to adopt or amend state regulations, and increase the workload on existing permit, compliance and monitoring. The majority of these federal requirements do not include associated funding and thus constitute unfunded federal mandates.

Workforce Continuity - DEQ faces the risk of workforce attrition due to an aging workforce, reduced staffing levels and recruitment competition from the federal government and private environmental companies. Currently, 12% of DEQ staff are eligible to retire with an unreduced benefit and another 43% are eligible to retire with a reduced benefit. Being understaffed poses significant risk to agency operations.

Performance Highlights

DEQ has a number of performance measures for the many programs the agency administers. The three measures below are representative of how agency efforts positively impact citizen and environmental health in the Commonwealth. Specifically, as portrayed by these highlighted measures, the amount of nitrogen discharged from point sources in the Chesapeake Bay watershed has a direct impact on the health and recovery of the water quality in the Bay, also reductions in air pollution levels and fewer days above the ozone standard have a positive impact on citizen health.

Performance Measures

Management Discussion & Analysis

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General Information about the Ongoing Status of the Agency

DEQ works to achieve its vision of cleaner water, improved air quality and productive re-use of contaminated land through a culture of efficient and effective government, excellent customer service, and continuous improvement. With limited resources and increasing demands, DEQ continues to meet all of its core obligations through strategic planning and prioritization of services. This focus has enabled the agency to maintain a high level of service despite a high rate of staff vacancy. DEQ examines ways to improve services to customers while controlling costs in an environment of limited resources and increasing demands.

Focusing on these goals has helped DEQ achieve significant environmental improvements in the past 20 years. These improvements include the following:

- Air pollution in Virginia has decreased by 42 percent, and the number of high-ozone days has dropped by 71 percent statewide.
- 51 waterways, and 264 miles of rivers and streams, are considered "fully restored" and now meet designated water uses.
- Abandoned tire sites, which once numbered more than 1,300 statewide, have declined to less than 130.
- The state's recycling rate has grown from 32 percent to 43.5 percent, saving energy and conserving landfill space.
- 30,000 leaky petroleum tank sites have been cleaned.
- 85 % of hazardous waste facilities now meet all human health standards.
- Transition of stormwater, erosion and sediment, Bay preservation and nonpoint source programs to DEQ
- More than 400 Virginia Environmental Excellence members, including manufacturers, military bases, agencies and universities-go above and beyond to lessen their waste production, water consumption and energy use in an effort to save money and resources.

DEQ embraces the concept of continuous improvement, and one of the tools DEQ uses for program evaluations is "Lean Six Sigma" (a proven cost and waste elimination method that has been used successfully in public and private organizations). In addition, DEQ performs internal program reviews and audits that assess the efficiency and effectiveness of agency programs. These efforts identify potential operational changes that will improve the efficiency and effectiveness of agency operations and provide opportunities to reduce the costs of compliance.

Information Technology

DEQ is committed to using technology to provide more efficient service and to reduce operational costs. DEQ's current technology-based initiatives include:

- Comprehensive Environmental Data System (CEDS): DEQ's system of record for environmental data. DEQ is converting the outdated legacy modules to an architecture that will enable integration among DEQ's enterprise applications and mobile/web deployments.
- Enterprise Content Management System (ECM): DEQ's repository for documents of record, implementing approved document retention. DEQ is upgrading the system to include single sign-on and enhanced ability to integrate seamlessly with the other enterprise applications.
- Geographic Information System (GIS): Geospatial information across DEQ used for modeling, analysis, and public information. DEQ is developing a GIS strategic plan to ensure future efforts in this area are focused, cost effective, and continue to provide staff with time and cost saving tools.
- Oracle E-Business Suite (eBiz): DEQ's transaction and reporting database for financials, human resources, purchasing, and project costing. DEQ continues to upgrade and enhance eBiz to meet technical support requirements and evolving business needs.

The dynamic nature of environmental regulation demands ever-changing environmental data for analysis and decision-making, requiring a sustained effort towards efficient capture, storage, protection, and exchange of this data. By integrating CEDS, ECM, GIS, and eBiz, DEQ is laying the foundation for future initiatives that will benefit citizens, the regulated community and other government agencies. DEQ's plans for the future include:

- Web-based permit application process and reporting for the regulated community;
- Mobilization of inspectors, water quality assessors, and monitoring staff with tools for on-site data capture and global positioning;
- Sophisticated environmental data modeling and forecasting tools; and
- Efficient data retrieval using Business Intelligence technology and an enterprise data warehouse.

Workforce Development

DEQ strategically addresses risks of an aging workforce, reduced staffing levels, and recruitment competition through succession planning, knowledge sharing, recruitment and retention, and continuous improvement initiatives. DEQ has identified key agency roles and core skills, as well as knowledge and abilities (KSAs) for those roles in order to facilitate targeted recruitment for KSA gaps and targeted retention/succession planning for key roles.

DEQ faces workforce challenges related to workforce recruitment and retention due to an increasing number of employees who are eligible to retire; the loss of staff to the federal and local governments; and private industry firms that offer salary ranges much

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greater than DEQ can offer. Currently, 28% of DEQs workforce will be eligible to retire without a reduced benefit in the next five years. DEQ has developed strategic objectives for workforce development that include a strong workforce development program described below.

A competency-based career progression program (Career Path I & II) that develops staff technical competence and provides incentive for staff to stay with the agency by providing advancement and development opportunities within one's current job. DEQ's turnover rate is trending downwards from 5.6% in FY11 to 2.5% in FY13, while the State average is 10.2% in FY13. We believe that this program is contributing to DEQ's improved retention rate.

A competency-based leadership development program (Career Path III) that identifies and develops high performing staff to ensure the agency has a pipeline of qualified leaders to meet future challenges. This program is helping to ensure DEQ has leadership bench strength to promote from within. DEQ's internal promotion rate is trending upwards from 6.1% in FY11 to 20% in FY13, while the State average is 12.6% in FY13.

DEQ's leadership training program for middle management integrates succession planning into operational areas and increases coaching frequency, facilitates knowledge transfer, and creates development opportunities. The program also holds managers accountable for displaying core leadership competencies through performance appraisals and requires 10 hours of leadership training every year.

DEQ offers a Masters Program in Environmental Studies in partnership with the Center of Environmental Studies at Virginia Commonwealth University. This program is offered via distance learning using DEQ's videoconferencing equipment as well as through traditional face-to-face lectures. We offer 75% reimbursement to all eligible employees who participate in this program.

DEQ's focus on lean business processes and operational business improvement plans (BIPs) assists the agency to meet staffing vacancy challenges by streamlining business processes, identifying inefficiencies, and reducing costs.

DEQ is currently rolling out a new Job Partnering Program that allows employees to gain new skills and experience greater job satisfaction offered by increased work diversification. The agency benefits by having more versatile staff to address resource constraints or other challenges. This program strives to develop motivated employees through cross-media and cross-program work assignments.

DEQ has a robust unpaid volunteer and Summer Student Intern Program. The program's objective is to provide professional level work experience for college students and was established as one of the key initiatives in the Department's commitment to expand and enhance the Agency's workforce. Students participating in these programs must exhibit a genuine interest in learning about the agency as well as gaining practical work experience.

Other DEQ recruitment and retention strategies include: teleworking, tuition reimbursement, recognition and reward programs, formal training, access to technology tools, and building an outcome oriented organizational culture.

Physical Plant

DEQ operates a central office in Richmond, six regional offices and two satellite offices across the state. All operating space is leased. With the exception of an office in Charlottesville (shared space with the Department of Forestry), office space is privately-owned. Lease terms vary based on estimated local market conditions. Each time a lease comes up for renewal, DEQ works with the Department of General Services (DGS) to analyze the market conditions, physical location in relation to customers and field work, the availability of state-owned space, telecommuting opportunities, the potential for space reductions in relation to programmatic or budget changes, reducing paper file storage costs through the use of DEQ's Enterprise Content Management (ECM) System, and other metrics to make decisions about future lease agreements. Since office space is leased, there is always a concern that space will not be available when a lease is up for renewal.