

**STRATEGIC PLANNING AND IMPLEMENTATION
AT THE
ALABAMA DEPARTMENT OF ENVIRONMENTAL MANAGEMENT**

ADEM REFORM COALITION
Presentation to the
Alabama Environmental Management Commission
February 21, 2014



For the People, By the People

A BLUEPRINT FOR REFORM OF THE ALABAMA
DEPARTMENT OF ENVIRONMENTAL MANAGEMENT



presented by the



Revised October 2006

Prior to the first edition of the Blueprint, ADEM had little direction, nor has it been held to performance measures inherent in [a strategic] plan. However, during 2003-2004 and again in 2005-2006, the EMC led two separate strategic planning processes, updating the agency strategic plan, which was previously revised in 1989.

The EMC should continue to take a leadership role in developing, reviewing, and implementing strategic plans for ADEM, with consultation from ADEM and through public participation.

Alabama Environmental Management Commission
and Alabama Department of Environmental
Management

Unified Strategic Plan


Version 1.5
12/11/2008

Approved by the Commission 12/12/2008

Plan Implementation

The first step in the implementation of the Unified Strategic Plan is to define measurable actions that will be taken in an effort to achieve the stated goals of the plan. These actions will bring both entities together around:

1. The meaningful environmental results and the metrics that will be used to evaluate the realization of the vision.
2. The key metrics that will be used to measure implementation.



Annual Operations Plan – The Unified Strategic Plan is intended to give the Commission and Department an agreed on direction by identifying major goal areas and strategies to achieve the goals. Execution of the plan will require the annual development and implementation of measurable actions coupled with a review of performance from the previous year. The identified measurable actions will be included in an Annual Operations Plan.

Day-to-Day Performance – The Unified Strategic Plan as well as annual action plans are intended to inform the Commission and guide the Department in the execution of the Department’s mission.

From: David A. Ludder <davidaludder@enviro-lawyer.com>

Sent: Thursday, November 14, 2013 6:49PM

To: ADEM Records <records@adem.state.al.us>

Subject: 2009 Strategic Plan and Annual Operating Plans

Could you please provide a copy of the 2009 Unified ADEM/AEMC Strategic Plan adopted by the AEMC on Dec. 12, 2008 and all Annual Operating Plans to implement the Strategic Plan developed since then.



LAW OFFICE OF

DAVID A. LUDDER



A Professional Limited Liability Company

9150 McDougal Ct. Tallahassee Florida 32312-4208

Telephone (850) 386-5671 Facsimile (267) 873-5848

e-Mail DavidALudder@enviro-lawyer.com

Web www.enviro-lawyer.com

Menu


Main

UST Search

Director's
Correspondence

Complaint

Disclaimer

 How-To Guide

Director's Correspondence

File Name

[Download](#) 2009 08 12 Attachment - 8-09 ADEM Operating Plan Update 2.pdf



ADEM Operating Plan Update (8/4/2009)

Project: Regulatory Conference

Complete

A regulatory conference was hosted on 5/21/2009. The following items were provided in a conference packet:

1. Presentation discs
2. Handouts
3. Video

Project: Increase Compliance Rate

Project On Track

Proposed compliance rate calculation methods were provided 6/19/2009. The Department is awaiting feedback/approval from the Commission.

From: David A. Ludder <davidaludder@enviro-lawyer.com>
Sent: Monday, December 16, 2013 11:13AM
To: Jones, Azure <AJones@adem.state.al.us>
Subject: Re: 2009 Strategic Plan and Annual Operating Plans

Azure:

I located the 8/09 ADEM Operating Plan Update 2 as instructed. My original request was for ALL Annual Operating Plans to implement the 2009 Strategic Plan. If there are more, please provide.



LAW OFFICE OF

DAVID A. LUDDER



A Professional Limited Liability Company

9150 McDougal Ct. Tallahassee Florida 32312-4208

Telephone (850) 386-5671 Facsimile (267) 873-5848

e-Mail DavidALudder@enviro-lawyer.com

Web www.enviro-lawyer.com

From: Jones, Azure <AJones@adem.state.al.us>
Sent: Monday, December 16, 2013 11:14AM
To: David A. Ludder <davidaludder@enviro-lawyer.com>
Subject: RE: 2009 Strategic Plan and Annual Operating Plans

Good morning,

That is the only Operating Plan available right now. Let me know if you have any other questions.

Thank you,

Azure Jones
ADEM--Permits & Services
334-271-7712 Direct
334-271-7950 Fax

From: David A. Ludder <davidaludder@enviro-lawyer.com>
Sent: Sunday, January 26, 2014 8:38AM
To: LeFleur, Lance <director@adem.state.al.us>
Subject: Annual Operating Plans

Dear Lance:

I previously asked ADEM to provide to me ALL Annual Operating Plans to implement the Strategic Plan approved by the AEMC on December 12, 2008. I was informed that the 8/09 ADEM Operating Plan Update 2 on e-File "is the ONLY Operating Plan available right now." I also see reference to the 2009 and 2010 Operating Plans in minutes of AEMC meetings.

I would like to obtain copies of ALL Operating Plans to implement the Strategic Plan approved by the AEMC on December 12, 2008. I assume they exist and don't understand why it is difficult to locate and provide them. I would appreciate your assistance in providing these documents.

David

David A. Ludder


LAW OFFICE OF
DAVID A. LUDDER
A Professional Limited Liability Company
9150 McDougal Ct. Tallahassee Florida 32312-4208
Telephone (850) 386-5671 Facsimile (267) 873-5848
e-Mail DavidALudder@enviro-lawyer.com
Web www.enviro-lawyer.com

From: Jones, Azure <AJones@adem.state.al.us>
Sent: Thursday, February 20, 2014 4:05PM
To: David A. Ludder <davidaludder@enviro-lawyer.com>
Cc: Kelly, Russell <RAK@adem.state.al.us>
Subject: FW: Annual Operating Plans

Good afternoon,

Upon reviewing your request (concerning the Operating Plans request), I discovered that the specific filter language that I suggested "ADEM Operating Plan" revealed only the 8-09 ADEM Operating Plan Update. To quickly find the actual ADEM 2010 Operations Plan, the correct filter to use should have been "Operations Plan". As was pointed out all of these documents were in the "Directors Correspondence" in e-File. In addition, they are in chronological order and a quick search (knowing the approximate dates) would have revealed the ADEM 2010 Operations Plan on page 9 and the ADEM Operating Plan Update on page 10. I apologize for the oversight and hope it has not caused an inconvenience. Please let me know if I can be of further assistance.

Thank you,

Azure Jones
ADEM--Permits & Services
334-271-7712 Direct



Menu

Main

UST Search

Director's Correspondence

Complaint

Disclaimer

 How-To Guide

Director's Correspondence

Operations Plan

Filter

Reset

File Name

[Download](#) 2009 10 16 ADEM 2010 Operations Plan.pdf



ADEM Operations Plan (10/16/2009)

In response to the adoption of the Unified Strategic Plan, the Department has prepared its 2010 operations plan. This plan includes specific actionable projects to be undertaken in an effort to accomplish the results envisioned by the Department and Commission when drafting the Strategic Plan.

For each of the projects the Director will assign a Project Leader. The Project Leader will (1) define the project scope including clearly defined product(s) and (2) write the project plan including all necessary components within 4 weeks.

Compliance

The Department will take steps in an effort to increase the compliance rate of regulated entities and to increase the focus of resources on compliance assistance.

Project: Regulatory Conference

Host a regulatory conference prior to 9/30/2010 with a clear focus on assisting regulated entities in understanding (1) the general permitting requirements, (2) the Department's compliance and enforcement business processes, (3) how to "stay out of trouble", and (4) the most common compliance issues experienced by regulated entities.

Deliverable = Hosted Regulatory Conference prior to 9/30/2010.

NO ANNUAL OPERATIONS PLANS

FY 2011

FY 2012

FY 2013

Rule 335-1-1-.03

(7) Before October 1 of each year, the Department, after consultation with the Commission, shall submit to the Commission a draft Annual Operations Plan identifying the measurable actions to be taken to achieve the goals of the Unified Strategic Plan during the following fiscal year. The Commission shall review the draft Annual Operations Plan, make any suggestions for revisions, and approve the final Annual Operations Plan at the first meeting of the Commission in each fiscal year. Each Annual Operations Plan shall also include a review of the extent to which measurable actions identified in the previous Annual Operations Plan were completed and the goals of the Unified Strategic Plan were achieved.