



DEP VISION

1) Operational Excellence –

DEP will achieve operational excellence by utilizing the Center of Excellence (KPI, Permit Reform) moving from process-focused performance management to an outcomes-based strategy. Organizational units are empowered to drive strategic outcomes and mission-critical initiatives through individualized, innovative approaches and are held accountable for achieving results in a manner that breaks down silos and shares best practices.

The key components of DEP's agile innovation and performance management strategy are:

- Quarterly service delivery and operational review sessions to create a forum where the senior team outlines recent performance and outcomes and shares what they are learning and how they are collaborating to achieve results.
- Detailed action plans following each review session that outline ambitious performance targets with measured results using a private-sector management framework.
- Real-time rapid data gathering and analysis to monitor results to ensure the sustainability of results and performance improvements.

2) Climate Leadership –

DEP's staff being climate thought leaders. Typically, climate mitigation and reduction of greenhouse gases has been the focus of DEP's policy efforts to address climate change. However, the changing climate is impacting Pennsylvania's environment in ways that we didn't consider when initially developing other programs. Climate leadership is the responsibility of every person and program at DEP to determine how a changing climate impacts their program and their individual role in the agency and how we can adapt. It involves things considering new initiatives such as the sequestration potential of protecting a wetland from development, creating new wetlands to sequester carbon, or monitoring harmful algal blooms and serves as a Thought Leader on proactive climate change. It also means the creation of new programs that assist with citing renewable energy on Brownfields or reclaimed mine lands and incorporating climate considerations into DEP's new enforcement strategy and Community Environmental Projects. Every person and program should be thinking about mitigating or adapting to climate change.



Richard Negrin, Acting DEP Secretary



3) Cultural Competence –

Cultural competence goes beyond traditional definitions of good cultural awareness and includes agency interaction, communication and the general customer experience with both internal and external entities. These include advocacy groups, businesses, citizens, elected officials and employees. In our model, there are no bullies, everyone is equal, and a mutual respect exists. DEP will accomplish this by establishing robust training for our employees in customer service and diversity, equity and inclusion. Our diverse executive leadership team will lead by example, track internal and external outcomes while mentoring staff when outcomes don't meet agency standards and policies. By understanding the needs of the citizens DEP serves, we can adopt policies, procedures and technology that support our mission in a manner that improves the customer experience for everyone.

4) Environmental Justice –

All of us at DEP will be working to ensure environmental justice because our most vulnerable across all communities will not flourish without it. DEP aims to increase outreach around the Commonwealth and build long-lasting relationships with communities, large and small, rural and urban. Too often, DEP has only been able to reach out to communities when they are facing an environmental crisis or dealing with a newly permitted facility. DEP aims to reach out proactively to provide communities with the necessary tools to advocate for themselves more effectively, to benefit from available resources proactively and with the goal of preventing environmental crises from occurring in the first place.



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DEPARTMENT OF ENVIRONMENTAL
PROTECTION

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