Suggestions Received from DEP Employees

Version 1 - October 14, 2010

	REFERENCE	PROGRAM	ISSUE		PROJECT	
	L=Legislative P=Policy R=Regulatory	Identify the program to which the associated problem/solution applies	**Problem** (Completely state in detail underlying issue & constraints)	**Solution** (Based on the provided bullet, develop the solution with projected outcomes and resultant benefits)	**Action** (Identify deliverables, critical milestones, staff/resources & required timelines)	**Priority**	**Status**
1		Air	Air permits are often contradictory, ambiguous or deficient so that enforcement becomes difficult and subjective. The Air C&E program is overwrought with voluminous and complex air pollution rules and regulations, both State and Federal, that create a significant burden on DEP air inspectors (as well as the regulated community) to achieve and maintain facility compliance. Many rules and regulations are outdated, contradictory, duplicative and/or ambiguous. While the regulated community generally enlists the assistance of consultants and experts just to keep up with the prevailing myriad air pollution rules and regulations, DEP air inspectors are required to keep up with these rules and regulations while also having many other responsibilities	A review board should be compiled to review all air pollution rules and regulations with the goal of focusing on the most critical contaminant reductions and streamlining outdated, contradictory, and duplicative rules and regulations.			
2		Air	Air fees need to be re-examined.	Admin processes i.e. name changes should be web based submittal to eliminate paper work. Some fees are excessively high for little return - reduce?			
3		Air	The Air Pollution program currently charges the regulated community for minor administrative changes for the regulated community's contact information. This is counter productive in that the regulated community is not willing to be billed for the "privilege" of updating its contact information and as a result employees have to spend time chasing the entity to update its information.	Eliminate the fee. Allow company representatives to update their information on the Department's system via the Web portal after they have completed the required current registration. The money that is lost from charging this fee should be replaced by cost shifting the money lost to the fees charges for the actually services the Department and program provide.			
4		Air	Frequently, air pollution permits are approved and either contains unnecessary/unclear requirements, or has contradicting requirements and does not contain info that allows an inspector to determine compliance.	Need to streamline the requirements that are included in the air pollution permits.			
5		Air	Currently small biofuel cogeneration (Vegewatt) engines that would typically be exempted from air permitting if they burned commercial fuels are required to get an air permit since they burn recycled vegetable oil (a non-commercial fuel). These units are small and operate on marginal economics while recycling used fryer oils, etc. The permit costs of $1700 can make or break these applications.	These engines should be eligible for a reduced cost "registration" similar to used oil burners (7:27-20) or totally exempted from Subchapter 8 (7:27-8) Permitting requirements to facilitate their use more widely. See link below for more info:http://www.vegawatt.com/green-energy			
6		Air	How did previous reorganizations, which split media specific divisions, make us more efficient. Previously there was closer working relationship to the air permitting and ancillary air groups than to the other media groups in enforcement. Stakeholders interact with all the air programs through the Clean Air Council, Ind. Stakeholder Group meetings and through facility conferences with permitting and enforcement. Seldom is it necessary to have this kind of interaction with the other enforcement media. Funding sources through fees and grants are shared with the other air programs. Regulatory standards and development and interpretation of such regulations are again specific to air. Enforcement priorities if established on environmental risk would require the input of the other Air programs.	Reorganizing can become more efficient and it would lend itself to this transformation process.			
7		Air	There is a backlog of renewal Operating Permits (ROP). There is less permitting staff, and each has a heavy workload.	Assign 2-3 ROP to each supervisor in addition to their normal duties. During the initial operating permits backlog, each supervisor was assign one permit to complete and it worked well to the best of my knowledge.			

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8		Air	Permit backlog	Assign all administrative tasks to support staff and free engineers/scientists to do technical tasks and revise sign-off sheets accordingly.			
9		Air		Stop reviewing the stack emission test results prior to the final review by the Bureau of Technical Services.			
10		Air		No longer require BTS review of CEMs protocols. Instead, rely on the engineering firm conducting the sampling to certify that they followed the proper sampling methodology for the contaminants involved. This would free up time for BTS staff to attend more stack tests and result in quicker results. This would also reduce the need for the Air C&E program to continually issue extensions and monitor the progress of this specific requirement			
11		Air	Vehicle owners in New Jersey pay a registration fee and part of that fee is intended to pay for the vehicle inspection program. The major focus of the vehicle inspection program is the reduction of air pollution. The safety aspect of the vehicle inspection program was eliminated as of August 1, 2010 for all but commercial vehicles.	Obtain vehicle inspection fee percentage and audit emission program.			
12		Air		No longer require BTS review of CEMs protocols. Instead, rely on the engineering firm conducting the sampling to certify that they followed the proper sampling methodology for the contaminants involved. This would free up time for BTS staff to attend more stack tests and result in quicker results. This would also reduce the need for the Air C&E program to continually issue extensions and monitor the progress of this specific requirement			
13		Air		Creating a single division with all air-related programs is recommended to increase interaction and communication among these interconnected groups.			
14		Air	Not enough time/staff resources	Stop allowing programs that are clearly the lead program at a particular kind of facility and issue permits that allow these facilities to operate, the ability to defer enforcement action to air pollution for odors while their permits clearly do not allow this to occur.			
15		Air	Not enough time/staff resources	Stop excepting telephone calls for the Air Quality Permitting Program from facilities that need help submitting application, renewing a permit or paying a fee or bill.			
16		Air	Not enough time/staff resources	Stop reviewing the stack emission test results prior to the final review by the Bureau of Technical Services.			
17		Air	Lack of resources/inefficient processes	Require applicants to utilize checklists developed above and submit with applications to improve technical quality of submittals.			
18		Air	Lack of resources/inefficient processes	Develop electronic worksheets to guide applicants through the complexities of New Source Review netting and expedite DEP review			
19		Air	Lack of resources/inefficient processes	Develop a streamlined Departmental process for developing and adopting minor/simple rule changes that is different from the current one needed for major rules.			
20		Air	Common Sense Rule Interpretation	Continue Industry Stakeholders Group (ISG) meetings to indentify difficulties with processing applications and rule interpretations and work to develop resolutions and clarifications.			

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21		Air	Need Structural/ Rule Changes	Revise the emission fee legislation for major facilities to stabilize funding of major facility regulation as required by the federal Clean Air Act.			
22		Air	Need Structural/ Rule Changes	Remove rule provisions that force applicants to appeal all permit conditions in order preserve prior appeal rights.			
23		Air	Need Structural/ Rule Changes	Gain ability to utilize WEB exclusively for meeting public notifications requirements.			
24		Air	Need Structural/ Rule Changes	Develop ability to receive public comments electronically.			
25		Air	Need Structural/ Rule Changes	Require all facilities maintain email address.			
26		Air	Resource Management	Supplement contractor staffing flexibility with civil service staffing reassignments to meet shifting work loads.			
27		Air	Resource Management	Develop a better connection between NJDEP objectives and annual performance assessments at all staffing levels.			
28		Air	Need to take cost effective measures	Develop electronic payment system for invoices for emission fees and permit application fees.			
29		Air	Need: Business Friendly Initiatives	Utilize existing ISG for Transformation Stakeholder Input			
30		Air	Inefficient Processes	Develop more templates and general permits for equipment units that are seen most often in permit applications.			
31		Air	Inefficient Processes	Push the conversion of minor source permits to electronic form in order to reduce the OPRA file search/paper handling burden in the minor source program.			
32		Air	Inefficient Processes	Consider restructuring the format of the air permit to enhance the ease of locating information needed by the stack testing and the modeling units.			
33		Air	Inefficient Processes	Track the progress of our modeling unit and post on Web to reduce phone inquiries on status.			
34		Air	Inefficient Processes	Modify the public notice process and eliminate newspaper as the vehicle of notification.			
35		Air	Need to take cost effective measures/ Inefficient Processes	Eliminate paper memoranda from modeling/risk assessment by entering message electronically into NJEMS.			
36		Air	Inefficient Processes	Consider the program restructuring of "air" by recombining air enforcement with the permitting and planning.			
37		Air	Air toxics	Implement many of the air toxics initiatives identified by the air toxics unit as needed to protect the health of the public			
38		Air	There is room as well as a need for Annual Performance Assessments.	Employees who are not performing at their current Job Scope & Title should be dealt with to make room for employees who are performing. Relegation of employees a level or two down would show other employees as well as the General Public that the Department is serous about changing.			
39		Air	Inefficient Processes	Assign 2- 3 renewal operating permit (ROP) to each supervisor to work on, in addition to their normal duties. Back log of ROPs can be solved by transferring all ROPs to supervisors.			

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40		Air	The Bureau of Air Permits needs to be restructured :	1)Rule writing and interpretation needs to be handled outside of the Bureau of Air Permits. 2)The Bureau needs to set up a QA/QC group/program, with a supervisor and staff including an individual with technical writing and editorial skills. 3)The administrative, clerical and support work should be turned back over to the correct staff. The Engineering/Permit Evaluation staff needs to be freed up to do the technical aspects of evaluating permit applications and writing permit conditions only.			
41		Air	Lack of resources/inefficient processes	Secure additional EPA grant funding to utilize contractors to develop standard technical review checklists to be utilized by staff in their review. This would expedite and further promote consistency in permit application technical review.			
42		Air / C&E	Frequently, an air permit is approved that is hundreds of pages long and either contains unnecessary requirements or does not clearly state, or has contradicting requirements and frequently does not contain information that allows an inspector to determine compliance. IE: a permit does not contain a raw material list or specify an operating rate.	Streamline the requirements that are included in air pollution permits			
43		AIR / C&E / OIRM		Enhance NJEMS to automatically process electronic submittals, both when violations exist and when there are no violations (excess emission reports and operating permit 6 month and annual certifications). This change would free up staff to allow for more field time, which is where we belong.			
44		Air /OIRM	Air fees need to be re-examined.	Admin processes i.e. name changes should be web based submittal to eliminate paper work. Some fees are excessively high for little return - reduce?			
45		Air/ UST	I had a phone call from the owner of a gasoline tank who had just been cited by the county health department for failing to obtain an Air Pollution permit. His comment was that he should have been notified about the need for an air permit before being granted registration (works both ways).	Can this be coordinated so that an owner can not get one without the other?			
46		Air/OIRM	Any attempts to make improvements are "enhancements" which can only be made by the developers at considerable cost to the Department and so are very slow in being implemented.	Reassess the efficiency and effectiveness of the NJEMS system especially for its permitting functionality. Workgroup to evaluate the present NJEMS system, its costs and weaknesses and then to investigate more modern systems perhaps being used by other states, EPA, etc.			

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47		Budget / Customer Services	People in the program areas are at a lost as to who to contact regarding M & B issues. Due to a severe lack of communication, the staff in Management and Budget spends a good portion of their time sending people in the programs on wild goose chases.	There should be one person to contact to get information related to the "financial" aspects of Management and Budget. We should work as a "team", with one person heading it up. Example- A budget analyst, a Gran Analyst, an accountant and a procurement person. The program can contact just one person for any question related to money. Having one specific contact would ease the burden placed on the programs, speed the process up significantly, and reduce the "paperwork" The communication that would naturally come from the "team" type work relationship would significantly reduce the time, energy, frustration and paperwork we spend trying to get the job done.			
48		Budget/Treasury	Our procurement process is in serious need of revamping. The amount of duplicate/triplicate forms needed to conduct business is staggering.	One Business Registration Certificate should suffice.			
49		C & E / HR	In SW Enforcement some people are not working in the region they live in wasting thousands of dollars a year in fuel, wear and tear on vehicles and lost productivity because of longer drives to sites.	Work in the region you live in.			
50		C & E / UST	(UST programs in C&E)- Both the tank regs and air regs(vapor recover) are deeply flawed, outdated, and extremely difficult for the regulated community to understand.	Need to update our regs.			
51		C&E	Inspectors are being asked to do more and more clerical work such as answering phones.	Install an automatic phone answering system that would direct phones calls to the person that caller is looking for or give a list of phone numbers in certain cases.			
52		C&E	I am constantly being told by the regulated community of the various violations and large penalties they have received for seemingly minor/non sense infractions. I know that their explanations may be slanted, but if only half is true it is an embarrassment for me as a department representative.	I am suggesting that the DEP establish an advisory group of environmentally conscious businessmen, similar to the Commissioner's background, who could receive and review some of these complaints from the regulated community and make comments/recommendations back to a director of a program.			
53		C&E	Hazardous Waste has been the only program for several years to present seminars to the regulated community.	Other programs such as Air, Water, Pesticides, Land Use, SR and others should be mandated to do similar seminars.			
54		C&E	Current back log of pending hearings for past large penalty assessments. These cases take too long to resolve and take up too much staff time (DEP staff & DAGs). Staff shortages compound the problem.	Establish standard policies for making verbal offers of settlement including specifics for compliance and penalty amount right from the start (when issuing the NOV). With a standard policy supervisors should be able to make the offer without needing to go thru levels of management approval before making the offer (taking more time).			
55		C&E	Need to decrease lag time between observation of non-compliance and issuance of document.	Issue laptops for inspectors doing field visits. Notice of Violations can then be issued in the field via electronic means. Facilities would received the NOV while the inspector is still on site resulting in the facilities being able to begin addressing the compliance issues immediately. Department can measure date of observation to time of compliance achieved as a measure of success Reduces the amount of paper, printer ink and US mail costs.			
56		C&E	The ECLS in West Trenton- It takes months to get back sample results. My roundtrip drive to the Lab is 150 miles. It's a lot of money and a waste of time.	There are many state certified labs within minutes of our office. Perhaps they would like to bid for the work. We would get samples back in a few days instead of the a few months, and drive for minutes instead of hours.			

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57		C&E	Not enough time/staff resources.	Stop briefing the same attorney over and over again on the merits of their case, rather than require them to take notes -Stop agreeing to repeated meetings with a violator without some sort of justification and stop drafting and preparing settlement documents including Administrative Consent Orders for the attorneys at the Division of Law.			
58		C&E	Not enough time/staff resources.	Refer all calls from facilities with problems trying to submit electronic submittals to enforcement to the computer experts in C&E's Bureau of Enforcement Services of customer service.			
59		C&E	Enf field offices receive calls from facilities with problems trying to submit electronic submittals.	On C&E's web site and all documents regarding electronic submittals required to be sent to enforcement , a clear statement with a telephone number and web address to contact the Bureau of Enforcement Services for customer service if you are experiencing any trouble submitting your documents.			
60		C&E	It takes months to get back sample results from the ECLS in West Trenton. My roundtrip drive to the Lab is 150 miles. It's a lot of money and a waste of time.	There are many state certified labs within minutes of our office. Perhaps they would like to bid for the work. We would get samples back in a few days instead of the a few months, and drive for minutes instead of hours.			
61		C&E	Takes time away from completing core mission activities.	Eliminate stewardship			
62		C&E	Many times registrants have been penalized for not implementing good engineering practices when they tried to improve safety by incorporating a safeguard. The definition of good engineering practices is very subjective. They should not be penalized for that. It should be considered a non-penalty consent agreement addendum item as we used to do before. Also, many times the punishment does not fit the crime. For example, when the instrument set point on the drawing did not match with the description in the RMP. Facilities should be given a symbolic penalty of $2,000 for all minor, clerical penalties as a group in such cases to alert them. This is how we can rebuild trust with the regulated community in the spirit of a prevention program.	Need to rebuild trust between regulated community and the DEP - we are in this together, recommend improvements not issue violations			
63		C&E	Many compliance problems seem to derive from the regulated community not understanding what is required of them. Regular opportunities to meet with the regulated community and to dispense information and advice would help increase compliance and reduce violations and penalties.	Regular outreach on a known schedule			
64		C&E	Program focused on penalizing facilities for everything. Need for Consent Agreement Addendum to be brought back to program. Facilities should have a tool for improvement without penalty when the facilities have not really violated their risk management program. Dept. has taken away a valuable tool and focused on shifting everything to violation with penalty. This has caused facilities to minimize communication with Department personnel during audits.	Evaluate enforcement philosophy			
65		C&E	The inspectors perform their work mainly in the field without any supervisory oversight. There often complaints from facilities that they are treated differently by different inspectors.	Have an inspector evaluation procedure to promote consistency and quality			

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66		C&E	Although the department gives lip service about giving us tools to do the job, we have taken a giant leap back to the early 20th century. We have lost our voicemail. Our phones are now party lines! We have as many as 5-people on one number! There was no warning regarding an implementation date. My phone number was changed twice without my prior knowledge. We lost all voicemails that were in the system prior to implementation. We were told to use our cell phones, which work very, very inconsistently.				
67		C&E	Stewardship program is definitely not mission critical. During the economic downturn, tremendous resources have been spent on this non-statutory, non-regulatory program. Should not add a non-essential program during a period of a hiring freeze and loss of staff From when the program started until today, few entities could afford and/or desire to pay for projects that are "beyond compliance." The graphs and charts that tout the program's success are spurious. Most staff member have not bought into the program.	This is a program that might do better during good economic times.			
68		C&E	Spending staff hours for roundtrips for training, wear and tear on vehicles and gasoline use is not cost efficient.	C&E training should be conducted at the individual bureaus. Trainers should carpool to the sites to save money.			
69		C&E	C&E staff are required to have 40-hour HAZMAT certification to go on some sites. None of us have had the required 8-hour refresher course in years. The lack of training has probably invalidated our certification. Technically, we may not go on any on many sites. This could be a real embarrassment for the DEP if we have to visit a site and are not allowed on the site.	I recommend that we dispense with the cost of non-essential training and get the training that is required for us to perform our jobs.			
70		C&E / Air	Lack of delegated authority and/or discretion for air inspectors and supervisors. Limited discretion for managers in issuing enforcement documents (capped at $25,000)	Increase delegated authority to managers to $250,000 rather than the current $25,000 limit; any penalty issued can always be challenged by the recipient, including a request for a hearing, and can be amended or rescinded. Administrator involvement should be limited to decisions involving greater than $250,000 and/or EPA involvement; politically driven decisions should be the responsibility of the Administrator but clear direction should be afforded to staff early in the process to limit unnecessary work			
71		C&E / Air	Lack of delegated authority and/or discretion for air inspectors and supervisors. Limited discretion for managers in issuing enforcement documents (capped at $25,000)	Empower air inspectors and supervisors by giving them discretion in allowing Grace Period extensions, issuance of an NOV versus a penalty, penalty offense and level, as long as facility specific justification is provided and approved by supervisor and manager especially when no adverse environmental impact is involved			
72		C&E / Air	Lack of delegated authority and/or discretion for air inspectors and supervisors. Limited discretion for managers in issuing enforcement documents (capped at $25,000)	Re-establish an Enforcement Services group, separate from air inspectors, to review submittals, handle case management, calculate penalties, conduct penalty negotiations and issue enforcement documents			
73		C&E / Air	Lack of delegated authority and/or discretion for air inspectors and supervisors. Limited discretion for managers in issuing enforcement documents (capped at $25,000)	Increase interaction with permitting staff by conducting joint inspections and encouraging air inspectors to spend time shadowing permit writers to gain insight into the permitting process			

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74		C&E / Air	Lack of delegated authority and/or discretion for air inspectors and supervisors. Limited discretion for managers in issuing enforcement documents (capped at $25,000)	Relinquish gas station files from MSCI to the proper group for storage and OPRA purposes			
75		C&E / Air	Lack of delegated authority and/or discretion for air inspectors and supervisors. Limited discretion for managers in issuing enforcement documents (capped at $25,000)	Eliminate reporting in EPA AIRS program and provide data in spreadshee or other format that is consistent with NJEMS			
76		C&E / Air	Lack of delegated authority and/or discretion for air inspectors and supervisors. Limited discretion for managers in issuing enforcement documents (capped at $25,000)	Notify facilities in advance when an inspection will be conducted and provide them with a contact at permitting if they claim to not have a copy of their permit; also take the time to go over the permit requirements with them during the inspection as needed.			
77		C&E / Air	Lack of delegated authority and/or discretion for air inspectors and supervisors. Limited discretion for managers in issuing enforcement documents (capped at $25,000)	Make facility equipment/process drawings and figures from air permit applications available to air inspectors through NJEMS to assist with inspections			
78		C&E / Air	Duty Officer position	The DO position should be a team position. 1 person from each section or someone with multi- program training. The SOPs should all be updated and DO staff trained. There should be at least 2 DO's but 3 or more is more appropriate.			
79		C&E / Air	Over the last forty years of our existence , the easiest to be curtailed air pollutants have been plucked and now what is left will take considerable more in-depth technical and enforcement review to control. In addition , manufacturing operations that were once of great concern are now no longer but, because of the file retention responsibility, these are now a liability and expense for the program .	To address the expertise challenges as we try to control even lower levels of air contaminants , the program is going to have to move from inspectors that are generalists to specialists.			
80		C&E / Air	Inspectors should be better trained in the online permitting process for simpler permits.	When the representative is in the field visiting a regulated entity, if it is possible to resolve a simple permitting issue in the field, the representative should help the regulated entity right then and there to come into compliance.			
81		C&E / AIR	There is a $200 penalty for idling. It costs substantially more than $200 to enf the rule. Alternatively, the minimum penalty for an UST violation is $15,000.	We need consistent and realistic penalties and consistent authority			
82		C&E / Air	Hotline does not do an adequate job.	The Dept. establishes a website that would allow the public to report possible (non-emergency) violations. The website would then forward such reports to the appropriate entities within DEP, so they could be reviewed and checked out.			
83		C&E / Air / OPRA	OPRA requests for files regarding gasoline stations has become a burden to Air Enf staff. There is really no advantage for the program to retain enforcement records for gasoline stations past five years	Propose that the regulatory requirements for record retention for air pollution enforcement records for gasoline stations be amended to indicate five years .			
84		C&E / CEHA	CEHA enforcement piece	CEHA enforcement piece should be given to Pinto's group or 1 group should be doing the whole piece. The School Recycling Initiative should also be a part of that piece so that schools can be inspected by counties and one or more DEP persons overlooking. The program works and should be continued, but maybe at the county level with a DEP staff person to oversee.			

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85		C&E / Land Use	Land Use Enf - current back log of pending hearings for past large penalty assessments. These cases take too long to resolve and take up too much staff time (DEP staff & DAGs). Issuing more orders adds to backlog. Staff shortages compound the problem	establish standard policies for making verbal offers of settlement including specifics for compliance and penalty amount right from the start (when issuing the NOV). With a standard policy supervisors should be able to make the offer without needing to go thru levels of management approval before making the offer (taking more time). Prepare hand written notes from meeting signed by all parties (or follow-up letter) providing simple outline of the agreed to terms which will then be incorporated into a written ACO. If can't come to an agreement then no time wasted drafting a written ACO (Also think we will look better if/when necessary going thru the order and hearing process we can say we gave them a reasonable offer they rejected).			
86		C&E / Land Use	The majority of the complaints and investigations pertain to unpermitted activities. Staff, however, is required to conduct a set number of permit compliance inspections, while known violations remain uninvestigated.	Need to remove permit compliance requirements from PARs			
87		C&E / NHR	NHR does not have enough funding. Many of their activities are related to other DEP programs (i.e., water and land use programs help to maintain stream quality for the fisheries.)	Some of the collected enforcement money should go to these programs			
88		C&E / OIRM	In SW Enforcement some people are not working in the region they live in wasting thousands of dollars a year in fuel, wear and tear on vehicles and lost productivity because of longer drives to sites.	Employees should work in the regions they are assigned to.			
89		C&E / OIRM	NJEMS (NJ Environmental Management System)	NJEMS should be able to send out a NOV directly to the Responsible entity and copy the enforcement people in NJDEP so that enforcement can occur. This could make the regulated community realize that the NJDEP enforces the laws it makes.			
90		C&E / OIRM	NJEMS (NJ Environmental Management System)	CEHA agencies need to be afforded access and edit rights in NJEMS so incidents may be addressed by the health departments directly			
91		C&E / permitting	NJEMS (NJ Environmental Management System)	We need to unite permitting and enforcement. We should have cross program and multimedia training.			
92		C&E /Air	Currently, a full FCE is used per regional office annually to provide general questions responses and track incidents	Eliminate the Duty Officer role and establish a centralized customer service group for all outside inquiries; regional office notifications should be made to the regional manager or a supervisor.			
93		C&E/ Air/ Communications	Air Enf gets many calls regarding the permitting issues	Modify Air Quality Permitting Program's web site to provide telephone number and direct all questions regarding submission of a permit application , modification of a permit, amendment of a permit , renewal of a permit , payment of a permitting fee or bill to Air Quality Permitting			
94		C&E/ Climate/ Water	There exists both the perception and realities that the permitting programs across all media are unduly slow, inconsistent and lack the hands on experience.	In every case in which there currently is a field office, permit staff will be relocated to these offices from the Trenton Headquarters Building. There are a number of ways to structurally change this function, and those details will be mostly left to the logistics stage of this proposal. Ideally, one new division would replace the existing two divisions of "Compliance and Enforcement" and "Permitting."			
95		C&E/ general services/budget	Our field office recently had phones consolidated into party lines with no voicemail. This change has made it more difficult to serve the public and do business.	The DEP should immediately return to the normal phone system with voicemail which is the standard in business today.			

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96		C&E/ SW	Currently Solid Waste Enforcement inspects facilities 1/month and their counterparts in CEHA also inspect the same facilities 1/month. 24 inspections/year for facilities that may be small and/or have never been in violation for anything significant if in violation for anything at all.	It would be easy to reposition staff to areas that are needed rather than perform redundant work that may not be needed at that frequency to begin with.			
97		C&E/Air	There is virtually no flexibility at the manager level to make any changes to or to adopt new business practices; any and all changes are through the Administrator. All three regional offices must follow similar business practices to ensure program consistency and fairness; there is little room for any office-specific changes				
98		C&E/Air		Review board should also revisit penalty scales and grace period allowance times. Some violations with high penalties do not necessarily include excess emissions or other adverse impacts to the environment			
99		Clean Water	Clean Lakes program. Projects used to be funded by federal and state grants that no longer exist. We are suppose to use a minimum of 5% EPA 319h grants. They were very successful for restoration. Public was involved. Could receive money for watershed plans. The previous clean lakes programs was successful and inexpensive to administer. We now use much more manpower and money to do something similar.	Is it possible to ask EPA for implementation money in lieu of monitoring money. Outside consultants could be used for projects. This could be beneficial to Clean Lakes and BB.			
100		Clean Water	Many field staff go into the field with no identifiable clothing. The only thing that alerts the public that they are on official business is a state government license plate.	Vehicles and personnel should be clearly identified. Compliance and Enforcement, Parks and Forestry and Fish and Wildlife have uniforms, and for the most part, marked vehicles. The same should be true for other programs where field work is significant (i.e. NJGS, Water Monitoring, etc...) Having personnel clearly identified will also encourage more interaction with the public.			
101		Clean Water	Annual certifications do not provide any useful purpose or information.	Eliminate the annual certification for the general industrial stormwater permit.			
102		Clean Water	NJPDES rules make reuse of clean water difficult in general, 1 B gallons per day into the ocean. Rules don't necessarily prevent reuse, DEP makes the process more difficult than it needs to be and prevents recharge of an aquifer				
103		Clean Water	Water operators must renew their license on an annual basis. Creates a lot of paperwork and takes a lot of review time for very little gain.	Extend the period of the license. This would dramatically reduce paperwork. Would require a legislative change			
104		Communications	The DEP website provides an ideal platform for disseminating information, but its current navigation can be confusing. Also, the DEP press releases focus on enforcement topics, while leaving out the positive and exciting stories of community involvement.	In my position if I had more approval authority to get materials printed and press releases out, I would be able to work more efficiently and help improve the public face of the DEP.			
105		Communications	I am only allowed to submit "Event Announcements," which receive little press coverage.	The Communication Office provides press release templates and training so I can write press releases that fit their requirements which will receive more press coverage for our events.			
106		Communications	Links on Homepage- There are currently 29 links on just the left-hand navigation on the home page.	Look at page hits for all those links and pare them down by half according to popularity.			
107		Communications	Do not have adequate communication equipment. This can result in a dangerous situation, especially with the upcoming bear hunt	Need to be provided with adequate equipment			

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108		Customer Service	Need to provide better customer service. Less frustration on the public's part and better appreciation of the DEP as a whole.	Have one line that could aide the public with getting to the proper sections within the department			
109		Customer Service	Need better ways to deliver information to various constituencies.	The Department should develop a capability to produce its own content for delivery to the regulated community and the public. This content should be made available for download and may also be distributed to the commercial and public media. Drawing on those who possess the necessary skills, a small, dedicated group should be established to develop, produce and maintain a media archive for the Department.			
110		Customer Service	In relation to "Excellent Customer Service", the word "customer" doesn't fit. Just because the term "Public Service" has been associated with poor response times in the past (etc...) does not mean that we should use a different word to describe what we do	We should use the term "Excellent Public Service" and be proud of the term.			
111		Customer Service	Outreach: Is the department allotted a segment of time during the league of municipalities meeting in A.C.?	This would be a great time to tell all the elected officials about the changes within DEP, the success stories, the pathetic submittals of consultants, the archaic laws passed by the state senate/assembly that the DEP must do without any additional funds			
112		Customer Service	Most DEP programs are very compartmentalized and employees are very focused in responsibilities. Generally, employees have little to no knowledge about programs other than their own.	I would like to see presentations by DEP personnel on a program by program basis for the benefit of all employees. I would recommend that presentations be made on a regular basis (e.g. monthly) and continue as long as long as there is sufficient interest to justify the investment of time by presenters.			
113		Customer Service	Biggest complaints I hear outside of work from people trying to contact the Department for various reasons are that they can't get a hold of particular people at DEP or that they cannot get a return phone call or email.	Employees should be accountable for how they deal with the regulated community. Not returning calls, emails, or overall poor customer service should not be tolerated by management. There should be a protocol for how these things are done.			
114		Customer Service	DEP must develop a means of capturing customer feedback for consistency, analysis, and follow up.	Training staff in customer service is necessary to promote a positive image. However, true process improvement relies on action. A most basic approach involves hand-written logs and can be as sophisticated as implementing of Customer Relations Management (CRM) software (which is admittedly geared towards the private sector, but has wide application).			
115		Customer Service	Customer Service is not tracked.	Customer service should be tracked through metrics. Just as we track our operations to determine success, customer service should be broken down along meaningful, functional lines and tracked.			
116		Customer Service	The public is often not sure who in the Department to call with a particular question or whether the Department regulates a certain topic. Accordingly, calls are often placed to the wrong portion of the Department for the issue of concern.	Need a computerized index of sorts that would allow the employee to plug in a key word or words to try to identify a designated contact point for the issue involved almost immediately would be a good tool to allow efficient, accurate routing of phone calls.			
117		Customer Service	Communication and service skills must be developed to improve efficiency and fulfill Departmental mission.	Customer service training - covering all types of customers, i.e. consultants, general public, regulated facilities			

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118		Customer Service	The individual program staff are instructed not to switch callers to other offices without being certain that they are transferring the caller to the right office. However, the caller does not use the same words or language that is listed on our web pages or easy access, are not trained to translate the language used by the caller effectively to identify the right office. As a result the callers continue to be switched from number to number within DEP, which results in the perception that most of us are incompetent and don't care.	One central number to call the DEP where the correct program to answer the question can be identified - not just a switchboard but someone who questions the caller and makes sure they get the proper program. The concept used for one stop permitting, and small business assistance can be used for this purpose as well. Individual offices that receive phone calls can refer the callers to this central number.			
119		Customer Service/Water/OIRM	Stakeholders should be able to give feedback on our processes and comment on how they think we could improve our day to day operations and interactions with them.	The DEP already has a system in place that can be modified to suit just such a need. The RSP is used for submission of data online. As part of the design implemented by Water Supply, CGI worked with the DEP to add questions that Water Supply wished to ask of the permittees to obtain more information on the permitted activity. Perhaps a link could be set up which points to such a series of questions. These questions could be asked of the users that are already registered to use the RSP. These questions could be about the online reporting process, or through a series of dropdowns or radio buttons the user could be asked questions about specific programs within the DEP. A comment box could also be provided.this would gain the DEP better feedback than an online survey made available to the public, as the parties responding would be permittees who are already familiar with the process of complying with the regulations put forth by the DEP.			
120		EJ	Solid Waste Enforcement has become involved in Supplemental Environmental Projects (SEPS) as part of a negotiation tool with violators. Usually, the SEP involves retrofitting diesel engines on trucks. However, one non-compliant transporter/recycling facility operator did not have sufficient vehicles to retrofit, or they were already completed.	Their suggestion: that they go into inner cities, e.g. Newark, Jersey City, Paterson, Camden and turn empty lots into vegetable gardens for the residents. They would clear the lots; properly prepare the gardens with soil and compost; mark out sites; arrange for water tanks; secure areas with fences etc.			
121		EJ	DEP must be capable of reaching out to ALL stakeholders and residents of the state, especially urban residents and communities disproportionally impacted by pollution.	Develop effective and meaningful communication/outreach and education strategies tailored and focused on urban residents.			
122		EJ	There are too many meetings, projects, research, grants at DEP with an EJ focus and similar/related goals that are not properly coordinated and communicated to the constituency.	DEP programs should assign staff to assist the EJ Program. Programs should assign an EJ "liaison" or coordinator to work with the DEP EJ Program Coordinator who can then help coordinate and communicate all DEP-wide EJ initiatives and actions to our stakeholders.			
123		Emergency Response	Senior Mgmt attends all of BER meetings, drills, seminars, and "out reach" activities. Result: 1. Responders are not informed 2. Responders are unaware of change of policies 3. Responders can not become familiar with counter part drills 4. Senior Mgmt responds to after hour's incidents without rank in file responders. 5. Senior Mgmt does not trust the staff	Staff needs to be involved			

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124		Emergency Response	The Bureau does not have a set budget.	Having a budget, would allow the Bureau with proper oversight to purchase equipment, consumables, vehicles, and maintenance of instrumentation that will be needed.			
125		Emergency Response	The lack of mgmt results in no continuity between the Southern and Northern offices. (Operating procedures are not coordinated, response criteria differs, after hours response criteria differs, NJEMS data input by regional offices differs greatly)				
126		Emergency Response	There is no interaction with other DEP Bureaus. Other Bureaus and programs do not know what the Bureau of Emergency Response can bring to the table.	Need marketing of the Bureau's capabilities with the other programs and divisions in DEP.			
127		Emergency Response	There is no training. Senior Mgmt has stated that the Bureau will not get any training unless it is free. No OSHA training provided (Law suit could be brought on the DEP by not following 29 CPR 1910 – Occupational Safety and Health i.e. fit tests)				
128		Emergency Response	Instrumentation is slowly becoming antiquated- Calibration gases outdated, no way to purchase them. Purchasing takes 12-18 months for any item.				
129		Emergency Response / Budget/ Procurement	With the increasing state fiscal constraints, our "overhead" has increased and needs to be transformed also. This includes fiscal, and personnel processes.	The fiscal and procurement process needs a significant overhaul as Divisions have little to no control of their spending plans. Spending plans given to the Divisions are unrealistic and do not cover fundamental core functions. In particular, a Division needs more flexibility and less paperwork process to implement an approved spending plan.			
130		Emergency Response / ORIM	We need to improve NJEMS to better coordinate with ER response and billing				
131		F&W	State legislation limiting the issuance of beaver trapping permits was enacted when beaver were considered scarce in the State. Beaver are now common throughout the State thereby making the law out-dated.	Legislation is required to restore control of beaver trapping permits to the NJ Fish and Game Council.			
132		F&W	Title 23 has a lot of outdated statutes and penalties	It is going to take legislation to change most of what needs fixing. For now, Under NJSA 23:3-22.2 the Commissioner of DEP is to set the replacement value on wildlife taken illegally. In the law it establishes ranges for the replacement value of each group of wildlife.			
133		F&W	Marine fisheries contributes $2B to economy, yet it is funded with only $1.5M. Fishing license fees have not been raised in years	raise fees			
134		F&W	The Marine Fisheries Administration issues Scientific Collection Permits for $22.00, the Bureau of Water Monitoring Permits are $25.00 and Freshwater Fisheries Permits are $22.00--not sure if other Bureaus have such permits. I know for our permits in Marine Fisheries---that does not cover my time let alone when my bosses, the Administrator or Shellfisheries Bureau Chief or if another Biologist has to get involved.	Some permits are easy and are basically the same as the year before, but the new ones take time and some take hours. Then if changes are made mid-stream we do not charge anything. One of our former Directors had mentioned that we need to increase the fee but nothing has been done.			

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135		F&W	F&W acknowledges that improvements are necessary, if due to nothing else than the shortage of employees. We held a series of manager-level meetings, consulted with the US Fish & Wildlife Service specialists and formulated a reorganization plan two years ago. It has gone no where, while we continue to lose employees through attrition.	While I fully expect some Dept. input on such a plan, it is also clear that F&W knows best what its responsibilities are and who best within its ranks to carry them out.			
136		F&W	F&W already has stable funding sources: the Hunter and Angler fund, and Federal Wildlife grants. We are already self-sufficient and our receipts have showed an increase in the last several years. Any supplements we've gotten in recent years from the general treasury are conditional and arbitrary.	A Salt Water Fishing license will further secure our funding and the future of the New Jersey marine resource, if we are ever allowed to implement the license.			
137		F&W	State legislation limiting the issuance of beaver trapping permits was enacted when beaver were considered scarce in the State. Beaver are now common throughout the State thereby making the law out-dated.	Legislation is required to restore control of beaver trapping permits to the NJ Fish and Game Council.			
138		F&W	Plan review for the State and Private lands section of the New Jersey Forest Service (NJFS) has morphed into a mess of different reviews for a number of different programs and reasons.	Change the FLA rules so that they make the minimum requirement for a FLA plan to be approved encompass all of these programs and areas.			
139		F&W	NJ is the only coastal state not charging for salt water fishing license.	Begin charging fee. Need to ensure though that new access rules will not restrict access to water.			
140		F&W	F&W already has stable funding sources: the Hunter and Angler fund, and Federal Wildlife grants. We are already self-sufficient and our receipts have showed an increase in the last several years. Any supplements we've gotten in recent years from the general treasury are conditional and arbitrary.	A Salt Water Fishing license will further secure our funding and the future of the New Jersey marine resource, if we are ever allowed to implement the license.			
141		F&W	The Division of Fish and Wildlife is seriously understaffed. There are two projects that are responsible for all game species in the State except for black bear, deer and turkey (over 30 species of wildlife). Both research projects receive federal funding from Pittman-Robertson grants, so cost to the State is only 25% of total salary.	Division of Fish and Wildlife is significantly understaffed and this needs to be changed.			
142		F&W	We need to evaluate the usage of the landscape maps as they relate to regulatory programs	The Department should take advantage of the formal (statutorily authorized) advisory body that exists to advise the Commissioner on matters related to the conservation of endangered and threatened wildlife, i.e., the Endangered and Nongame Species Advisory Committee. So far, ENSAC has heard two presentations (and had subsequent discussions) on Landscape at recent meetings: one given by ENSP staff updating them on the mapping products and future plans, and one from DLUR regarding the use of maps in DEP regulatory programs. ENSAC has expressed an interest in continuing this process by hearing from user groups such as county and local planners, conservation organizations and environmental consultants who work for developers so that they can get as complete a picture as possible about the uses of Landscape and the concerns that various user groups may have. Since ultimately ENSAC is going to want to provide input on this issue, I think it would be advantageous for the Department to conduct a stakeholder process on Landscape using ENSAC meetings as a venue.			

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Suggestions Received from DEP Employees

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143		F&W	Division Fish and Game needs to run like a retail company. They sell hunting and fishing licenses, but they discourage the purchase of those licenses due to archaic rules and regulations.	If we make it a bit easier, we could sell many more resident licenses. The big winner would be increased sales of non-resident licenses. This would improve the entire economy with non-residents purchasing all the goods and services in the state while they are here.			
144		F&W	Need to increase revenue	Allow Sunday hunting statewide. If a non-resident could hunt the entire weekend, they might actually buy a license and spend some time and money in the state.			
145		F&W	Need to increase revenue	Reduce the complicated, erratic, impossible to follow, hunting zones. Cut the state into four zones with major highways dividing lines that anyone would recognize. If it is easier, they will come.			
146		F&W	Need to increase revenue	Hunt bear like the rest of the United States and Canada does. Allow baiting and have a spring bear hunt. Spring is the time when the mothers chase 1.5-year old cubs from their home area, and when most bear problems occur. Hunting bear during the December shotgun deer season when many bears are in dens is not good wildlife management			
147		F&W	Need to increase revenue	Allow non-residents to purchase doe deer permits. Make it easy!			
148		F&W	Need to increase revenue	Partner with Trout Unlimited or a similar organization to have fishing training seminars at various parks for the non-fishing public. Fish and Wildlife should be there to sell fishing licenses			
149		F&W	Promote hunting	Provide hunter education training in schools			
150		F&W / OIRM		We need a common integrated database for all threatened and endangered species of New Jersey.			
151		F&W / P&F / Emergency Response/ Homeland Security	Lack of resources in man power for Conservation Officers, Park Police, Homeland Security, Emergency Response, Marine Police	Need to cross train between these programs and share services. Many times, the down time for one unit corresponds to the peak time for another. This could result in efficient use of resources and consistency in communications.			
152		F&W /OIRM	Staff has slow, outdated computers. Cannot provide adequate service to customers	Update computers. Have internet access. Have more than one computer for the entire office to share.			
153		F&W/ P&F	Lack of Personnel and Funds.	Implement stamp for hunters and fisherman wishing to utilize state park. Hire seasonal workers full time.			
154		Farmland Assessment	No online filing system for the roughly 5000 statewide Farmland Assessment applications submitted annually to NJ Forest Service.	Need to have an online filing system. Also, a common accessible statewide database for FLA and Stewardship would be extremely helpful.			
155		Farmland Assessment	Plan review for the State and Private lands section of the New Jersey Forest Service (NJFS) has morphed into a mess of different reviews for a number of different programs and reasons. Currently, the NJFS reviews plans under the Farmland Assessment Act.	Change the FLA rules so that they make the minimum requirement for a FLA plan to be approved encompasses all of these programs and areas.			
156		Farmland Assessment / OIRM/ Treasury	By 8/1 of each year, property owners must file paperwork for farmland assessments. Treasury requires paper files and staff must devote entire days reviewing the paperwork and making 3 copies of the paper to keep on site.	Treasury should allow for electronic submittals			
157		Forest Fire Service	It was mentioned in one of the sessions that firefights were unable to purchase pallets of bottled water from Wawa.	They should be using big igloos filled with ice. Bottles would be recycled instead of taking up landfill space.			

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158		Forest Fire Service	Inadequate funding for fire service	Could provide funding for the Forest Fire Service by using a surcharge on fire insurance for municipalities in the primary area of Forest Fire Service protection. This would be like the 2 % surcharge for fire insurance in which the funds collected go to the State Fireman's Association. The Fireman's Association funding is by State Legislation, to fund the Forest Fire Service this way I am sure would need legislation as well.			
159		Forest Fire Service		Forest Fire Service provide fire protection to municipalities under contract and or inter local agreement, this would be like how the NJ State Police provides police protection to municipalities without police departments. California, and Nevada Forestry provides municipal fire protection under contract			
160		Forest Fire Service	Problem at the Jamesburg Forest Fire Lookout Tower. For almost 20 years the view has been extremely limited, which prohibits the observer from detecting fires and providing information to the firefighters in the field. The Forest Fire Service knows about this problem, and agrees that it needs to be fixed, however due to limited funds, there has not been any funds available to solve the problem. In addition to the extremely limited view, we have not had a full time fire observer in the tower in over five years. The area that the Jamesburg Tower covers is northern Monmouth, Middlesex, Southern Somerset, Mercer, and southern Union. The areas are more populated than most of the other towers in the state, however some of the most expensive real estate is in these counties, and the fire frequencies are higher here then in many other areas of the state.				
161		Forest Fire Service	In order to maintain access to and firebreaks against wildfires, the FFS has been the primary road maintenance organization in NHR. Unfortunately, we do not get funding dedicated to this effort, and our commitment to continuing it is flagging due to lack of funding and adequate equipment.	There is absolutely no doubt that the state will not be able to afford this required maintenance through the use of contractors. We are the only cost-effective answer to this issue.			
162		Forest Fire Service	Open burning permits: Thought should be given to the fee structure presently in place for open burning permits. While the FFS will never be self-sufficient in funding itself through these fees, every little bit helps.	Presently, there is a bill introduced in the NJ legislature that addressed updating the prescribed burning program in state. While this bill would increase our responsibilities, it would also address the funding of its' requirements. The Dept. should consider supporting this bill.			

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163		Forest Fire Service	The NJFFS has the statutory authority to recover the costs associated with the extinguishment of wildfires incurred by the taxpayers when it can establish the responsible party. But violators such as the states' electric utilities or the various railroads generally refuse to reimburse that state. They understand that we will send them a letter, and do nothing more.	If these utilities understood there were consequences to non-payment, would they not begin to simply pay, rather than face litigation?			
164		General	Dept needs to rely on more science-based information for decision making process, yet some committees and commissions will be eliminated	The New Jersey Noise Control Council is one of these that the Department relies on heavily for technical expertise as we no longer have an Office of Noise Control. The Council is manned by volunteers and there is no budget. This means that an unfunded group of highly gifted individuals who discuss, study, meet with the public on the noise issues might be eliminated just to show the public that government has been trimmed.			
165		General	DEP as a whole is not effective because the parts that make up DEP forgot what they're supposed to be doing. Too much effort is spent on the details of performing the job that the reason for doing the job in the first place gets lost in the process.	Need to clarify the mission. My suggestion would be to bring all of the leadership to the same page and move from there.			
166		General	There are so many 'branches' of DEP (Bureaus, Programs, Offices, etc) it's convoluted at the very least.	Simplify- consolidate most of the subdivisions back into the main branch with a set hierarchy for each branch. (Ex. the resource to be protected featuring branches on data collection, Analysis, Legislative/Judicial Review & Enforcement, all under one leader, one budget, one directive with 4 sub leaders to help carry it out).			
167		General	The layout of DEP itself; the flow of information between programs is limited only to inter office memos and emails and then only on a 'need' basis.	An information network or system needs to be created to inform DEP employees as a whole on who is doing what, where, and why. This same network also needs to offer the employee the means to connect to who or what they see in this network with the ease of a few mouse clicks.			
168		General	The majority of people do not embrace change; we tend to get set in our ways, resistant to new ideas and cowed by new technologies and its complexities.	DEP as a whole needs to slim down, modernize, and progress on everything it has and on the way it carries out its mission.			
169		General	Need to communicate a new message for DEP.	Suggest DEP considers "rebranding" as part of the transform initiative.			
170		General	Communication/coordination poor between programs	Better to get into silos with planning, regulation and enforcement under one management scheme			
171		General	Incident complaints should not go to the hotline. The Hotline should be dedicated to emergency situations, so they are not bogged down with non emergency calls. Since the Hotline is staffed by Trenton dispatch, it is imperative that the caller know what program within DEP should look into the situation. If not, then the report is given to the wrong program and it may take months for someone to actually look into the problem reported. I have reported incidents both directly and through the Hotline. The incidents I reported directly were taken care within a week or two, while the ones reported to the Hotline took as long as three years.	The Dept.should establish a website that would allow the public to report possible (non-emergency) violations. The website would then forward such reports to the appropriate entities within DEP, so they could be reviewed and checked out.			
172		General	Public should have a way of knowing which consultants are "good" and which are not.	Should post a dataminer report so public can see which consultants had to make multiple submittals.			

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173		General	Field staff feel disconnected from Trenton.	Maintain a Northern Regional Transformation "committee" that can meet locally and with others groups, gather ideas and disseminate info to staff.			
174		General	Management is not "open and transparent" . Staff is not involved and made aware of decisions to eliminate functions BEFORE the function is eliminated and before the regulated community is told the function has been or will be eliminated.	Request input from staff on what can be eliminated. Once final decisions are made staff should be informed first of changes before the regulated community receives them.			
175		General	Phone Coverage.	All external and internal calls to DEP staff (not managers) should be answered directly by the staff member being called. If the person is not available, then voice mail should pick up the calls and messages. Provide staff 'direct desk numbers, not the Secretary's number.			
176		General	Professionals at DEP spent a great deal of time performing secretarial and administrative duties. These time-consuming tasks affect staff performance, efficiency, and morale, since it detracts from the time that should be dedicated to reviewing documents, writing permits, preparing for meetings, etc.	Secretarial staff and administrative assistants should be performing this work.			
177		General	The DEP needs a strategic planning process that is institutionalized and continues onward through transitional, administrative changes.	Take the Vision and goals document in a planning retreat with upper management and begin to develop strategies, and work to develop and coordinate a department-wide goal reporting system			
178		General	DEP needs to constantly advertise and promote its environmental and managerial goals to its employees, stakeholders and public.	We used to have a "State of the Environment" report which we released to staff and the public and we could put our goals of the agency in the lobby, on the TV monitors, up on the webpage, etc			
179		General	Not utilizing field offices- It does not make sense for someone to travel 70 or 80 miles to come into Trenton in order to get a vehicle or a file to drive back 60 miles in the direction they just came from then drive back to Trenton to drop off the vehicle or file.	The Department should move toward the utilization of more field offices.			
180		General	The DEP needs a strategic planning process that is institutionalized and continues onward through transitional, administrative changes.	Take the Vision and goals document in a planning retreat with upper management and begin to develop strategies, and work to develop and coordinate a department-wide goal reporting system			
181		General	DEP needs to constantly advertise and promote its environmental and managerial goals to its employees, stakeholders and public.	We used to have a "State of the Environment" report which we released to staff and the public and we could put our goals of the agency in the lobby, on the TV monitors, up on the webpage, etc			
182		General	Need Successful Implementation	I suggest we develop planning documents that call out the many parts of transformation, roles and responsibilities, key contact points for each of the parts, and many other items. In effect – this is a grand project consisting of many sub-projects.			
183		General	Some consultants and environmental personnel at the facilities do not have the necessary professional qualifications and technical background in the environmental field. As a result, we spend a lot of time and effort to instruct and correct them to meet the regulations/rules and technical requirements. This delays the decision-making unnecessarily and uses limited resources ineffectively.	Recommended list of consultants - credentialing of consultants			

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184		General	There is the perception about DEPs poor performance. However to be able to make changes to improve performance we must know the facts about the real problems that result in this perception. We must also know how widespread are those problems.	Give the regulated community an opportunity to give us feedback, suggestions, etc., perhaps anonymously at the time they have transactions with DEP.			
185		General	There is no independent and objective oversight unit of the Department to carry out the mission of promoting economy, efficiency and effectiveness through the elimination of waste, abuse and fraud.	Inspector General for the DEP			
186		General / external constituents	We all get lost in our own small part of environmental protection and sometimes overlook the bigger picture. And when you do want to get information about a different program, it can be difficult to figure out who to talk to. We're all in this together and we need to all move in the same direction to reduce confusion in the regulated community. And we need to bring the regulated community into the picture, because they are part of the solution, too.	Regular teambuilding opportunities			
187		General / HR	Some staff does not always have a consistent, heavy workload, while other programs have a resource shortage.	If someone has some spare time during a week, they should be able to help out another program.			
188		General / HR	Too many managers stay in the same position for too long, becoming stale and impeding the movement of younger managers below them.	Mandatory rotation of all managers on a 5 year basis.			
189		General / L.G.	Too many municipalities are not aware of the grants and loans available to them from DEP and other State agencies.	Follow EDA's model by putting all statewide grant and loan info on a jump drive which is provided to municipalities on a biannual basis. Involve the League of Municipalities to determine how to distribute to ensure the right person gets the info			
190		General / Training	Training and professional development of staff to implement highly technical rules is impeded by out of state travel restrictions. This prevents development of science, technology and fact based rules. It also results in ineffective implementation of current rules that require implementation of good engineering practices or state of the art technology.	Relax out-of-state travel restrictions			
191		General /P&F/Land Use	There is a need for the various departments to understand how their decisions and policies impact other agencies.	To open the lines of communications, cross-department meetings in the field (at parks, forests, natural lands, etc) might help employees understand the work done in the various DEP groups. Face-to-face field meetings with staff (managers and any/all others) would allow for questions, comments and input across the board. Open discussion workshops often led to new ideas, the open exchange of information and better understanding of departmental issues. In the end we could all learn how to help one another do our jobs more efficiently and to better serve the public and all our state resources. Such workshops might also lead to better and more current policies.			
192		General Services	The dept is encouraging stakeholder participation, however, a lot of stakeholder time is wasted in looking for parking in Trenton and registering at the front desk.	Issue temporary ID cards for stakeholders such as attorneys, consultants etc who are spending extensive periods of time in DEP HQ at meetings, seminars, etc.			

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193		General Services	Need to reduce energy costs.	The DEP needs to be a leader in green initiatives for the public by increasing energy efficiency in their offices.			
194		General Services	Improve Cell Phone Billing Process through Automation.	Engage use of document management technology. General Services needs Document Management solution in place to fully execute. (See Transformation issue topic: Reduce paper form process. Improve integrity of existing forms.) Need stronger OLR action for repeated non-compliance			
195		General Services	Improve State Car Assignment Accountability (delinquent mileage reports; daily log files)	Include Senior Management on delinquency reports. Improve stronger OLR action for repeated non-compliance. Need to hold drivers accountable through the support of Senior Management and OLR. Send out Re-Certification of Vehicle Policy to all employees through MyDEP to support OLR action.			
196		General Services	Improved the automation used in Inventory Certification Process	Explore option of using MyDEP or create an independent application that functions similarly to improve accountability. Conduct Joint Application Design session with existing inventory coordinators throughout the department. Work with General Services & Systems Coordination to present ideas to management for consideration.			
197		General Services	Print Requests (Graphics) Using Treasury Print Shop	Printing request process needs to be revisited. Examine current process. Improve delivery of service and control costs. General Services to lead a process improvement evaluation. Implement changes that will improve overall service and insure that best price options are implemented.			
198		General Services	DEP Core Hours of Operation (Gen. Svs./Mail Operations Support & Safety Concerns)	Determine reasonable core hours of operation with Sr. Mgt. input. General Services can responsibly plan on delivery of services within core hours. Security guards can operate within core hours with regard to visitors and general activity within the building.			
199		General Services	Improve Overall Building Security	Invest in new Card Access/Security/ID system. Follow State OHSP ID Card template with Smartcard readers and software to secure buildings. Enforce current P&P whereby anyone working beyond core hours must sign in with Guard. (Apply same standard for after-hours and weekends.)			
200		General Services	Maintain accurate list of Administrative Resources Groups (i.e., Vehicle Coordinators, Parking Coordinators, Inventory Coordinators, Field Office Building Coordinators, Personnel Liaisons, Fiscal Support Staff, Cell phone coordinators, etc.)	Post an up-to-date listing of the various support groups on the DEPNET. Develop a shared database to allow AC Reps to continually update with a built in reminder to verify twice a year. General Services can create an application that allows AC Reps. To update; send automatic reminders, etc. Work with OIRM to post on DEPNET.			
201		General Services	Treasury has placed a temporary hold on Annual Fire Drill Evacuation Exercises	DEP to conduct their own in-house drills. General Services will request permission to schedule and conduct their own fire drill evacuations. Current SOP will have to be expanded upon to include additional responsibility of Notifying Treasury DPMC and State Police and local fire departments. Record evacuation time and rectify any areas of concern. Building inspections in the field office will coincide with drills scheduled at offices outside of the Trenton Campus.			

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202		General Services	Tighten off-our building access at leased sites.	Review current SOP to insure that single code access for multiple employees does not exist or is grouped to simplify security breach investigations. Review alarm access assignments with AC Rep annually to insure authorization are warranted. Pass codes should be changed periodically. Include as part of Employee Exit process			
203		General Services	Pay to Park Suggestion	Mechanisms are already in place to implement without the need to hire a vendor to manage the Pay to Park scenario. Option 1: Implement as a tax rather than fee (like commutation miles when operating an employer provided vehicle. Option 2: State employees only can be charged via existing functionality in eCATS/Payroll System that already charges for employee housing, meals, etc.			
204		General Services	Eliminate Mail Metering at DEP.	Save $10K -$12K annually by having Capital Post Office meter all DEP mail (no direct charge to DEP's operating budget). Work with Financial Management on an accounting strategy that identifies operating costs from the multiple programs (either by averaging costs based on past practice or program must supply detailed data. Capital Post Office will only accept one account per agency vs. DEP's current metering that captures various accounts within DEP.			
205		General Services	DEP Facilities Housekeeping (File Retention and Building Violations)	Schedule clean-up exercises in each program. Need Senior Management to support these efforts. General Services has drafted Building NOVs. Will work with AC Reps. to establish clean-up schedules and include OPRA representative to insure records retention schedules are being followed. Strengthen OLR involvement.			
206		General Services	Reduce Post Office Boxes In DEP	In FY2011, Mail Operations saved $18,105 by establishing address codes to replace PO Boxes used throughout the department. Continue to work with programs to eliminate another 23 PO Boxes by end of FY 2012 at a savings of $24,495.			
207		General Services	Continue Building Consolidation effort	General Services to continue to work with DPMC to close the West Windsor warehouse lease. Explore other savings opportunities moving away from leased space to existing State owned property			
208		General Services	Mail Delivery Cross Agency Consolidation	Mail Operations to continue to work with other departments to eliminate duplication of effort traveling to various locations throughout the State for mail services. Look to eliminate 380 Scotch Road, West Trenton and 3131 Princeton Pike pickup/delivery. (Twice daily.`			
209		General Services	Allow General Services to get necessary IT training	Need some basic training that had previously been denied. Allow General Services to use some of money from cost savings initiatives for training needs.			
210		General Services	Requesting repairs to telephones and telephone systems is rather convoluted.				
211		General Services	Not supporting green building	All new construction and renovations should use certified green building techniques and materials.			
212		General Services	The Division of Parks and Forestry floor in 501 East State St. seems to have lots of empty cubicles where staff used to work.	Would it be cost effective to cancel the lease on this building and move to smaller quarters or invite other DEP units to share the space and the rental cost?			

Suggestions Received from DEP Employees

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213		General Services	The DEP does not have solar panels on its roof top. If we are going to truly be a model for the State Departments, we need to cut our overhead costs. We need to show that alternative energy is the environmentally right thing to do.	While we do not own the building, we can install a track mounted system that follows the Sun for the maximum return on investment and without making the solar installation a permanent one on the roof. If it's not a permanent system, we can always take the system with us if the DEP is moved to another building.			
214		General Services	Electric use at DEP	Make it mandatory that all non-essential computers, monitors and office equipment are turned off every night and weekends. The amount of unnecessary electric use is enormous over a year			
215		General Services	Many field staff go into the field with no identifiable clothing. The only thing that alerts the public that they are on official business is a state government license plate.	I feel that vehicles and personnel should be clearly identified. Compliance and Enforcement, Parks and Forestry and Fish and Wildlife have uniforms, and for the most part, marked vehicles. The same should be true for other programs where field work is significant. Having personnel clearly identified will also encourage more interaction with the public.			
216		General Services	Motor Pool- regularly, people from my office drop off state vehicles for repair. Often we do not get back the cars for weeks, or even months; and sometime the original complaint had not even been addressed	How about getting rid of motor pool. Sell the equipment and property. Collected property taxes from the entities who purchase the property. Have all vehicle maintenance done at the car dealer			
217		General Services	401 has very few meeting rooms and they are often booked far in advance. Additionally the large conference rooms on each floor are not ideal for small meetings.	I am recommending that the Department make use of vacant cubicles in 401 and turn them into informal collaboration spaces.			
218		General Services	Just like we are asking municipalities to share services, why can't DEP programs share employees.	This can be a voluntary opportunity. Jobs can be posted and employees who can show that they have time to share can take on a task in another program.			
219		General Services	In the past we have distributed equipment without any feedback from the actual users. The results have contributed to a waste in time, energy and resources.	I suggest that the distribution process for equipment and supplies (cars, computers, phones, etc...) be transformed to a more common sense approach by soliciting input from managers, supervisors, and/or distributing surveys prior to making wasteful purchases. (e.g. V8 SUVs should be distributed to employees with short commutes, hybrid vehicles distributed for long commutes)			
220		General Services		Establish a single, main DEP or division phone number with an automated system. For instance: To make a complaint press 1, for Air press 2, for Water press 3, and then once under Air, for Enforcement press 1, for Permitting press 2, for BTS press 3...and so on			
221		General Services	Turn off lights, reduce air conditioning in summer.	More efficient and saves money.			
222		General Services	I have been supporting Building Service's cut-down sun heat entering through our office windows in the past month or two. But, I see numerous window blinds still wide open either on East side or West side during the morning and afternoon hours.	I think we need more strict enforcement to curtail these unnecessary waste.			
223		General Services	The printed material approval processes takes too long.	Provide me with the training through a DEP communication workshop or guide that will allow me to circumvent the current process and just send the material straight to the printer.			
224		General Services	Printing Process- Once the material is approved and sent to treasury for printing, they don't act on it right away	Require Treasury to send materials out for bid as soon as they are received.			
225		General Services	The purchase of equipment for staff use, made with good intentions, has ended up not being used at all or very infrequently. This is a waste of money.	Evaluate equipment purchasing policy with more input from employees.			

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226		General Services	Postage	It would be great if our sites were issued forever stamps for postage. 200-300 stamps would allow us to send some information to schools and other visitors who don't have email.			
227		General Services	Emergency weather closures.	This past year notifications/ call trees and even web info were very helpful. It would be helpful if there were an automated number that staff could call or a spot on the DEP website that had weather info-- updated prior to work day. Specify delayed starts.			
228		General Services	Reduce Commuter Miles on State Vehicles/Possible Fleet Reduction	Move individually assigned vehicles with low mileage into established pool vehicle field locations. Need commitment from program. Work with Parks and DOT to identify remote parking areas. Program areas already have pool vehicle coordinators to manage the pool fleet			
229		General Services	Some employees have desk and cell phones.	Assign employee one or the other.			
230		General Services	We have the high-tech equipment in our program, but we don't have access to some functions.	I hope we can have access to and take advantage of our current high-tech equipments. People from the County Governments or engineering firms have been submitting .pdf files to us for years and they were amazed that we are still using low-tech fax machines to send them the Department Issuances (those with signatures) even when we have the scanners here.			
231		General Services	The copy machines within our work area were replaced with all-in-one office equipments, which have multiple functions, such as copying, printing, scanning and faxing. However, we were told that we had to get permission from one or two persons to use the scanner.	There should be no need to get permission to use our scanners.			
232		General Services	I have been supporting Building Service's cut-down sun heat entering through our office windows in the past month or two. But, I see numerous window blinds still wide open either on East side or West side during the morning and afternoon hours.	I think we need more strict enforcement to curtail these unnecessary waste.			
233		General Services	The printed material approval processes takes too long.	Provide me with the training through a DEP communication workshop or guide that will allow me to circumvent the current process and just send the material straight to the printer.			
234		General Services	Very frustrating after 5.5 years at Cedar Knolls to watch cleaning people at the end of day dump garbage can contents and paper recycling can contents into the same garbage bag. Frustrating to work for an environmental protection agency that can't even recycle				
235		General Services	Control of specific conference rooms' schedules is claimed by some individual programs. It is unclear what the correct procedure is	Provide ability to schedule any conference room through Groupwise			
236		General Services	It would behoove the agency to fully research the costly geo-thermal systems that have been implemented in the field before implementing more.	While their installation at a handful of sites sounded like a cost effective, environmentally friendly alternative, in fact they have been a costly nightmare to run and properly maintain.			

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237		General Services / HR	Reduce OT rates by Creating Special Project Blankets.	Create Special Project Overtime Blanket for OPRA and Setup Efforts for New Document Storage Warehouse at DCC. Employees get straight rate vs. OT rate. General Services to work with Human Resources and Financial Management to create blanket. By moving warehouse boxes to DCC DEP can continue to charge programs the per box DARM rate (or at a reduced cost) and the funding can go back to Mail Operations to support the cost of the blanket and other operational costs.			
238		General Services / HR	Ecats	Suggest utilizing Ecats functionality to capture start and finish times.			
239		General Services / HR	There are no DEP Employee Profiles for employees.	I would like to see a DEP Employee Profile for each DEP employee with our DEP photo id and a description of what position we currently hold, position previously held (at DEP), a description of what we do for the DEP what division/bureau/unit we are in, and contact information.			
240		General Services / OIRM	IT resources (standard PCs, network printers and multi-function copiers)	Suggest that routine IT resources be identified, funded and deployed by the Department to ensure proper distribution and efficiency utilization of departmental assets. Out of the ordinary IT resources would need to be justified and funded by the requesting program			
241		General Services / phones	Improve Black Berry Services by taking advantage of FREE applications that would help manage work/operations better.	OIRM to work with General Services to adopt useful solutions. OIRM has voiced their concern repeatedly about lack of resources. They have 5 staff that provide part time support. Other departments that have hundreds of more users that DEP have only 2 fully time FTE assigned to BB support. Meet with other agencies to follow best practice models. Work with free support from AT&T and RIM to take advantage of training and support.			
242		General Services/ F&W	F&W buildings are in bad shape. Many times, staff must conduct maintence and cleaning of the facilities. Equipment is broken or out of date.	Consolidate staff into one building. Would be cheaper for rent and utilities. May receive better service.			
243		General Services/ NHR	NHR archives and stores its own files. Maintence staff must locate and retrieve files.	Use Support Services			
244		General Services/ phones	Continue auditing program for elimination of inactive phone lines and voicemail.	This year 267 analog lines were disconnected at a savings of $64,080 and 21 ISND circuits were eliminated at $6,300. Continued support from Senior Management to aggressively remove unnecessary lines and voicemail. Include as part of the employee exit process to insure lines are quickly addressed. Cell phone underutilization must be reviewed for alternative options (pay as you go) in cases where lack of use does not warrant disconnecting).			
245		General Services/ Travel	The travel authorization process for The Atlantic States Marine Fisheries Commission meetings is unnecessary and time consuming. All travel and lodging expenses are 100% reimbursable through ASMFC for committee members to attend these meetings.	One possible alternative to the current situation would be to allow the Bureau to submit a single blanket travel/ethics authorization each year for travel under ASMFC. Any travel that falls outside of the ASMFC travel blanket would be subject to the current approval process.			
246		General Services/ Treasury	Treasury's bids do not save much money and cause problems.	Take treasury out of the printing process.			
247		General Services/ Vehicles	Inspectors must record a minimum monthly mileage to justify a car. If inspections are scheduled near each other to maximize the number of facilities inspected in one day, then the mileage threshold will not be met.	Need to revise policy to encourage number of inspections instead of mileage.			

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248		General Services/ Vehicles	Without loaner cars a lot of time is wasted because it presently takes two people to drop off and pick up vehicles. (Taking several hours since motor pool is often at least an hour drive for most inspectors).	Get loaner cars for when state vehicles are in for service at motor pool or have vouchers for service at commercial facilities.			
249		General Services/ Vehicles	Sinking money every year in to repairs of aging vehicles and equipment in our fleet	Invest in replacement vehicles. $100000 per region per year just doesn't come close to the need. Look to exchange our aging vehicles for younger/better condition vehicles that may be traded in by other State agencies in the interim. Possible replacing a large portion of the fleet with hybrid vehicles where they would be practical.			
250		General Services/ Vehicles	Routine oil changes are never quick and easy. The Motorpool facilities cannot guarantee same-day service on an oil change, so the process becomes a 2 day event involving 2 employees.	This entire situation could be avoided if the oil changes were completed by a while-you-wait facility (like a "Jiffy Lube" or auto dealer). This would free up the motorpool staff to only work on the repairs of vehicles and allow an outside vendor to do the simple, routine maintenance such as oil changes in a timely fashion.			
251		General/ HR	All permits/projects are handled the same	Bureau Chiefs need to manage people and make sure they are spending appropriate and proportional time on small vs. lg projects, ie working faster through small projects with smaller impacts and spending the time on larger projects.			
252		General/ HR	Concern about a significant deviation from the "business model" in the Department's plan to rely on career agency managers to lead and facilitate the transformation	Experts in the field of organizational management universally agree that organizations should rely on "neutral, third-party" individuals with extensive experience in the facilitating organizational change. While this would require the hiring of outside consultants, it need not be cost-prohibitive. Qualified individuals should be available from within government and academia (e.g. HRDI and Rutgers Graduate School of Public Administration).			
253		General/ HR	Reallocate Resources- I'm not just talking about monetary resources and logistical resources, but personnel resources as well.	With the retirement exodus underway, DEP is going to need to re-examine it's existing employee base, reclassify and reassign them where their skills and talents would be utilized to the maximum potential of all parties involved.			
254		General/ HR	Communication between Trenton and the regional and field areas is almost non-existent. Most of the communication only occurs when there is an emergency or negative action.	In years past, the Deputy Commissioner and Assistant Director would be on the telephone talking to the regional offices or would occasionally visit the areas. In the last eight years, there has been little or no communication whatsoever.			
255		Green Acres	It takes about 1 year from time of application to approval. We must go out for bid and wait 30 days for response	Develop a list of pre-approved contractors			
256		Green Acres	The program makes multiple paper files for each site.	Need to have electronic submittals. Look into using NJEMS so that submittals could be electronically certified.			
257		Green Acres	In Green Acres, the inflexibility of procedures for funding and applications when interacting with Treasury and the State Agricultural Development Committee results in lost acquisitions. Not every land transaction that is undertaken easily fits into a single approach, and we currently face the potential loss of an acquisition of 1700 acres spanning three counties	Develop consistent goals and outlook between these divisions.			

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258		Green Acres	SADC may say that it follows the Green Acres' surveyor-developed scope of surveying services, it doesn't have the expertise to know if the documents it reviews are revealing issues that should be of concern to SADC, or that the land descriptions properly describe the limits and intent of SADC interests being acquired. This is detrimental to SADC's interests, but it is a larger problem when Green Acres and SADC are both encumbering the same site. When we find errors and problems in documents that SADC has "reviewed", we are unfairly perceived as the impediment to the project's speedy completion. Our objective is to protect all parties in a land transaction, and we work with the surveyors who have prepared documents in order to expedite approval, providing complete and explicit reviews and answering the inevitable questions when site-specific anomalies arise.	SADC should either have a licensed surveyor on staff (this is not the same as a GIS specialist) or it should forward all survey reviews (plans and descriptions) to a department that does have appropriate professionals on staff, which can include Green Acres. It is understood SADC is within a different department, so perhaps better communication between Agriculture and DEP a layer or two higher than the SADC and Green Acres programs would improve interaction and cooperation between us.			
259		Green Acres	Green Acres is given a short shrift on the home page of the Department of Environmental Protection. While Fish & Wildlife has a navigation button on the left side of the screen, Green Acres does not appear unless someone knows to click on "Land and Open Space". On the page loading from that button, "Green Acres" is the second of three programs listed. Although it has its own button on the navigation bar on the DEP home page, "Parks & Forests" appears as the third program on this secondary page. Separate from this lack of presence is the ranking by the DEP search engine.	Work on DEP's home page.			
260		Highlands	Highlands process: need to streamline roles and responsibilities.	Make concurrent steps or consolidate steps, or give responsibility to one group.			
261		homeland security	Currently, only one program in the DEP determines the needs covered by the homeland security grant.	Park Police and Fire service need to be included in the determination.			
262		HR	There are no DEP Employee Profiles for employees.	I would like to see a DEP Employee Profile for each DEP employee with our DEP photo id and a description of what position we currently hold, position previously held (at DEP), a description of what we do for the DEP what division/bureau/unit we are in, and contact information.			
263		HR	Lateral Transfers	Work plans can be used quantitatively to help guide the lateral transfer process. Each unit (bureau/section) can calculate the full time equivalents (FTEs) required to perform their work: projected tasks X hours/task = total hours required. Then, total hours X 1 FTE/1400 hours = required FTEs . Units with the greatest shortfall between required and current FTEs can then be looked at further as potential candidates to receive lateral transfers. This approach will depend on good work load projections from lead groups and time estimates (for example, # of document investigations to be sent to specific units; # of hours devoted to Guidance Document prep, etc). Consistent Excel spreadsheets could be used among units.			

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264		HR	Promotional Opportunity	Promote more minorities into positions provisionally. Qualified individuals-be allowed to act in the position by rotating into the position for 6-month intervals.			
265		HR	Lateral Mobility	Should make improvements to current process. (Should be open and transparent process for all employees, track via ethnicity, etc.)			
266		HR	Not preparing DEP employees for management level positions.	Develop a senior level management incentive program based on diversity initiatives that will prepare DEP employees.			
267		HR	No management accountability.	Managers' performance, evaluation, and ability to lead need to be established up front and reviewed on a regular basis.			
268		HR	Need mandatory ongoing professional development for ALL managers/bureau chiefs in: supervisor training, leadership skills, motivating subordinates, and Meyers Briggs type tests/assessments.	Creating a way that subordinates can confidentially evaluate managers (e.g. some sort of reverse PES process), and create a process to reduce inequitable treatment of subordinates			
269		HR	There are a lot of good, professional people in the DEP, but there are also many of poor quality. There needs to be a way to deal with these individuals				
270		HR	Inability to pursue voluntary reassignments and move people to critical program areas.	Remove title variants DEP wide to enable more flexibility. Look at potential title consolidation and elimination. Create groupings of occupations based on functions performed instead of titles, similar to the federal government.			
271		HR	We have no formal workforce development program.	Establish formal programs, enhance our internship program, establish formal leadership and coaching program.			
272		HR	Constraints on promotion/hiring and budget negatively impact critical program's ability to function . For example, we had to use overtime in order to complete the ARRA projects.	Establish a temporary special project work pool of employees to work on short term projects in other areas of the DEP on an as-needed basis. They could continue to perform regular job duties and would be permitted to work on special assignments part time.			
273		HR	There is no IT focus on the administrative areas of the DEP.	Evaluate operational infrastructure improvements and adopt an IT plan that enables sharing of administrative, procurement, personnel, etc information.			
274		HR	Length of time for CSC to rule on reclassification of titles.	Delegate to the appointing authority reclassification review and evaluation to a certain level.			
275		HR	Length of time a person stays provisional before receiving a permanent appointment.	Eliminate testing where promotions are to in-line series titles. First you need to establish a baseline proficiency standard			
276		HR	Insufficient clerical support throughout the DEP	Evaluate clerical support at every level, and every area to determine equitable distribution of resources.			
277		HR	Programs may have projects or activities that could be accomplished with less than 1 FTE.	Develop job sharing program.			
278		HR	Many programs do not have adequate resources.	We can create a "Volunteer Project" database within the Department. The database is for the people committed to learning process and contribute to the Department's Transformation process. The database can be a list of small projects where a staff member outside the particular program can be accommodated to work on the project. A staff member will get the opportunity to learn new things and can bring fresh perspective to the program. There will be interaction among staff on broader basis and improve internal communication and the Department can provide better customer service.			

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279		HR	Many programs do not have adequate resources.	All DEP programs should be ranked in order of priority and programs/tasks that are no longer needed should be identified. Then, come up with staffing shortfalls in those priority programs and backfill with staff from programs deemed not to be "mission critical". A longer term view (5+ years) must be taken in this approach			
280		HR	Inadequate staff compensation and development. Years without manager raises, staff promotions, professional development including travel prevents anyone from legitimately asking those who are still here to do more				
281		HR	People must be held accountable to achieve change	Performance metrics should be developed that can be included in every person's PES/PAR or whatever system is being used. People need to be told what is expected of them, and then measured (especially in places where their managers are not interested in change). These metrics should range from basic ones for staff such as returning every phone call within 24 hours, responding to requests for information within X days, reviewing X numbers of permits, etc. For managers, their basic metrics should include items like 100% of staff return calls or info requests within 24 hours, but they should also have metrics that have to do with the change being sought. For example, "Respond to request from One Stop Program within 24 hours, Describe permitting alternatives or scenarios for permit applicants rather than give yes/no answers, etc.			
282		HR	Need to promote a more professional work environment	Implement a dress code for everyone and include in PES' so that the number of "violations" can be a measured item for rating employees			
283		HR	At Commissioner's testimony to Assembly Budget Committee, he mentioned the bulk of employees are over-45 any may be ready to retire in the next several years. There will be a mass exodus of experienced folk and there's a lack of cross-training. We need a plan to bring the "next generation of DEP employees" into the fray	Form a committee of employees under the age of 35 to discuss the issues we face and ideas we have to make the department better as retirement-ready employees continue to leave en-masse. Meet with and/or survey (through the committee) the hundreds of younger workers here at DEP to get an understanding as to how they see themselves as leaders in DEP and their ideas on how to keep the department strong in the future. The committee would present discussions/findings with DC and the Commissioner to formulate a plan for the future of our workforce. This plan could then be presented to the legislature to convince them that DEP is ready to face the future with its existing and talented staff.			
284		HR	Need a better assessment of staff and managers. A general lack of faith and trust in management plagues staff and undermines program efficiency.	Perform 360 degree evaluations			
285		HR		Work in concert with employee Unions rather than as adversaries			
286		HR	Include more sessions on fostering teamwork. I would like to never hear again from another state employee the words "Not my job." We need to relearn to think of ourselves as a machine. If one part fails, the entire mechanism suffers.	suggest training based on the Seattle pike place fish market work environment.			
287		HR	Hiring freeze impacts all positions, regardless of funding source.	We should not have to return federal grant money because we can't hire. We should be putting people to work.			

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288		HR	Managers and supervisors tend to be stale in their approach	Reinvigorate supervisors and managers by requiring continuing education			
289		HR	NJ state employment needs a semi-retired status for former full-time employees whose talents and skills are still needed. This would help alleviate the "brain-drain" that continues to occur	Suggest that both 60/40 and 80/20 situations be considered: 60% pension + 40% salary for persons who would continue to work 2 days/wk. & 80% pension + 20% salary for persons who would continue to work 1 day/wk.			
290		HR	Resume Outreach Sessions/Brown Bag Sessions	Improve Solicitation of Ideas for Outreach; Allow for employee input/decision making on what topics are discussed. Assign to Training Solutions Group to work with HR Training to administer			
291		HR	Revamp Policy and Procedure review process.	Assign a MUST COMPLETE REVIEW BY date. Hold folks accountable. Senior management must support administration in getting these new/revised polices issued in a more timely manner. HR Director could possible bring up once a month at issues meetings to keep the topic fresh			
292		HR	Improve the collection of information/inventory during Exit Process.	Establish a more visible link to the Exit Form on DEPNET. Capture Last Timesheet Flag in ECATS written out to a file to generate an automatic check that exit form was completed and inventory items were returned. General Services & Systems Coordination, OIRM and Human Resources can map out the requirements to implement this solution. Include AC Reps for recommendations.			
293		HR	Eliminate Production of Paper Paychecks.	Adopt a mandatory direct deposit/online review of pay stubs. Centralized payroll currently provides this service as an option. It should now be a requirement. Use DEP as a pilot to measure employee resistance/hardship.			
294		HR	There is no database for the people committed to learning and contributing to the Department's Transformation process.	Create a "Volunteer Project" database within the Department which has a list of small projects where a staff member outside the particular program can be accommodated to work on the project.			
295		HR	Travel to training classes at HRDI in Trenton is very costly and time consuming when similar courses can be found at local adult schools, vocational schools, and community colleges.	Let's tap in to local training resources.			
296		HR	Clerical and support staff usage is not being used to their fullest capacity.	We need to get off the notion that the clerical person is assigned to only the AD or BC and allow everyone in these jobs to assist others doing clerical duties besides what the AD or BC thinks. Managers need to stop their wars and allow staff to assist other staff where work is at the greatest need.			
297		HR	The frequent words from DEP employees- "Not my job." The DEP needs to relearn to think of ourselves as a machine- if one part fails, the entire mechanism suffers.	Include more sessions on fostering teamwork. Tell employee's if they don't change the way they work, then the work will change.			
298		HR	Phone coverage - this is a common problem and the main portal to public contact. We should all be in the same schedule. 830-430 or 830-5 and everyone should have to work those hours	Everyone should be in on the same schedule. Everyone should be able to answer phones and trained to do so.			

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299		HR	The level of disdain that Parks and Forestry and Fish and Wildlife had for the rest of the Dept-- this severed relationship should be repaired.	We are all part of the same Dept. and should be working together to reach a common goal. I'm not sure how to accomplish this, but I see it as something that should be a priority. If we as a Dept. don't even like or respect each other, why should the public?			
300		HR	Need updated policies.	Need for Program and Staff Business Policy that updates individual policies and addresses the work environment inclusive of guidelines for a dress code. Elements also to include business environment that speak to program and staff files, office decor and a professional appearance of the workplace.			
301		HR	With concerns of the DEPs role in conserving energy, impacts on the environment, changing their way of doing business and essentially going greener, there is also a need to focus on employees and their family values.	Incorporating telecommuting (working from home or a remote location) will accomplish all of the goals mentioned above.			
302		HR	Staff needs technical, job-related training.	We need to offer technical training to staff. We do have a staff training unit, but none of the courses they offer are technical, job related courses. Another option is to start creating YouTube, "how-to" videos for training courses and refresher courses.			
303		HR	Bring back retirees on a part-time basis.	Current staff should be trained in the retirees duties.			
304		HR	Reduce work week to 4 days.	Unless there was a special event on a closure day, there might be a way to accomplish more and provide better visitor service. esp. during the off-season. Everyone gets 52 3-day weekends. A Monday closure might make more sense so all employees who work weekends can also have a 3 day weekend (i.e. Parks.) This way parks folk would have Sundays off. Losing another weekday for Historic site staff would mean we'd only have 2 days to work with Trenton staff.			
305		HR	NJ state employment needs a semi-retired status for former full-time employees whose talents and skills are still needed. This would help alleviate the "brain-drain" that continues to occur.	I would suggest that both 60/40 and 80/20 situations be considered: 60% pension + 40% salary for persons who would continue to work 2 days/wk. & 80% pension + 20% salary for persons who would continue to work 1 day/wk.			
306		HR	Promotions and other career advancement opportunities should be based on the individual, not on how long someone has been with the Department or who he/she may know within the Department	There should be a system to weed out those undeserving of a promotion from those who are absolutely due.			
307		HR	The goals of the agency must be aligned with those of the individual program areas, and must be reflected in PAR/PES documents, work plans, etc.	Managers should be responsible for ensuring that the goals of the agency are in PAR/PES documents and reflected in their work plans, and a directive from the Commissioner with guidance from HR should be given.			
308		HR	Management needs to better identify needs in human resources and workforce skills and all short and long term gaps and develop appropriate recruitment, training and development strategies.	The Department needs a workforce plan for all programs that is comprised of current staffing levels, projected staffing needs, anticipated attrition, turn-over rates, core skills per major job family, among other information.			
309		HR	Between civil service and the unions, we cannot hire the people we want and cannot fire the people we don't want.	Reform Civil Service			

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310		HR	Managers have tenfold the responsibility of their employees; work longer hours; travel more and attend more meetings; are visible public spokespeople for the State, making them public targets for physical threats and verbal abuse; and make less salary than some of their employees.	This is a disgrace that should be immediately rectified.			
311		HR	The Department has tended to view staff in terms of their role in the organization. However, many staff have other backgrounds, skills and abilities that might be useful in service to the Department but are not being recognized.	We recommend that the Department establish and maintain a skills inventory database. This could be done through the Department Intranet. The benefit would result from tapping a pool of talent that has until now been largely overlooked.			
312		HR	Promotions and other career advancement opportunities should be based on the individual, not on how long someone has been with the Department or who he/she may know within the Department	There should be a system to weed out those undeserving of a promotion from those who are absolutely due.			
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316		HR	Managers have tenfold the responsibility of their employees; work longer hours; travel more and attend more meetings; are visible public spokespeople for the State, making them public targets for physical threats and verbal abuse; and make less salary than some of their employees.	This is a disgrace that should be immediately rectified.			
317		HR	Hiring and spending freezes and furloughs should take into account the source of the monies to be spent.	If hires or purchases or furlough days do not come from the general treasury, freezes and furloughs should not apply.			
318		HR	The Department has tended to view staff in terms of their role in the organization. However, many staff have other backgrounds, skills and abilities that might be useful in service to the Department but are not being recognized.	We recommend that the Department establish and maintain a skills inventory database. This could be done through the Department Intranet. The benefit would result from tapping a pool of talent that has until now been largely overlooked.			
319		HR	The handling of AWP by upper management is very discouraging.	If upper management finds that certain employees or a certain bureau/program is not properly making use of AWP then punish them, not the whole department…So, return the AWP program to its original form.			
320		HR	A regular employee could report to a supervisor, then a section chief, bureau chief, assistant director, director, assistant commissioner…etc.	Limit the number of managers.			
321		HR	Several complaints of supervisory bottlenecks	Additional delegation by supervisors should be practiced by all supervisors to help relieve such bottlenecks. Of course, discretion needs to be practiced in delegation.			
322		HR	Listening to music at work	People who want to listen to music while working should be required to use headphones so as not to disturb the people around them.			

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323		HR	Over the years, DEP's non-managerial employee rating system has been rendered virtually meaningless with a Pass/Fail system (the PES) that awards one point in promotional opportunities for all receiving a "Pass" rating. Poor performers (as long as they are not abject failures) are thus ranked equally with the best performers, hurting the morale of our best performers.	Return to a five-tier rating system with 1 given to the best performers and 5 to those not capable of performing the job. For promotional scoring, a rating of 3, 4, or 5 will award no points; a rating of 2 will award one promotional point and a rating of 1 will award two promotional points.			
324		HR	NJ state employment needs a semi-retired status for former full-time employees whose talents and skills are still needed. This would help alleviate the "brain-drain" that continues to occur.	I would suggest that both 60/40 and 80/20 situations be considered: 60% pension + 40% salary for persons who would continue to work 2 days/wk. & 80% pension + 20% salary for persons who would continue to work 1 day/wk.			
325		HR	Department must improve consistency within and across units; must distinguish successful vs. unsuccessful management strategies; must develop performance metrics for supervisory staff based on actual experience and management expertise; must extend successful strategies Department-wide and then assess outcomes. 360 review is essential part of outcomes assessment.	Formal system for soliciting evaluation from subordinates when the supervisor is being evaluated (360 review)			
326		HR	The tuition reimbursement program needs to be reinstated. Fewer students can cause the Department to lose DEP as an alternative education site for NJIT.	Reconsider the tuition reimbursement program.			
327		HR	Historically at the DEP, Managers protect their Bureaus/Offices (i.e. Camelots) against any change and value their position by the number of workers beneath them. In addition, you have employees who have been empowered over the years by non-assertive managers not addressing disciplinary or work atmosphere concerns, HR & Labor Relations non-assertiveness, and the "squeaky wheel" gets what they want.	There should be a creation of a Fluid Workforce. There has to be Upper Management support and pressure to the Managers (Asst Directors & Chiefs) to identify unneeded resources (i.e. staff) ... to not only allow "Volunteers" be transferred to new areas but also be assertive to transfer "reluctant" staff to needed areas. Too many times, Department initiatives are compromised by allowing staff to dictate their work assignments even though Managers & the Department had authority to reassign them to new assignments.			
328		HR	Often managers, especially if they have been responsible for the same functions for a long time, have difficulty evaluating their own unit's productivity and efficiency with the intent on making meaningful changes.	Create a "Peer Review Bank" to assist managers in the transformation process. Ask for volunteers (other managers) who would be put on a list that would be willing to spend a reasonable (not excessive) amount of time becoming familiar with another manager's unit (the person requesting the evaluation), and offer suggestions and recommendations for improvements. This would be confidential between the two managers and the manager requesting the evaluation can choose to use the recommendations or not. This would make such a process more appealing to individuals who may otherwise be resistant to such external evaluations. The manager requesting the evaluation would have the choice to pick their "peer reviewer" from the list of volunteers.			
329		HR / Budget	Hiring and spending freezes and furloughs should take into account the source of the monies to be spent.	If hires or purchases or furlough days do not come from the general treasury, freezes and furloughs should not apply.			

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330		HR / General	There are communication issues.	The following are some examples of actions that can be taken to improve communications: - When an inspector is going to be late to a team inspection he/she must inform the lead inspector ASAP to minimize the impact on the performance of the inspection. - During the staff meetings the participants must listen to others without interrupting them and must treat each other professionally with respect.- Staff should share their communication related concerns with their supervisors. - Supervisors should discuss communication related issues with their staff. - Communication training.			
331		HR / General Services	There is so much inequality between and among programs in both number of staff and facilities (cubicles/offices)				
332		HR / OIRM	Not utilizing laptops	There can be a chat program between staff and managers. This way if a field person is signed on the laptop the manager is notified and can chat directly to their staff. The other thing that would be more efficient is an electronic time log.			
333		HR / OIRM	Although each of our units, bureaus, etc. perform different functions and have different responsibilities; there may be similarities in processes and similar obstacles to productivity that are shared.	Create a place on the DEP intranet where managers can describe, in detail, transformation success stories. For example, if a manager has created or improved a process that has led to more efficiency, better productivity, better use of resources, etc., that manager can post the details in a location available to other managers on the DEP intranet. By exchanging these "success stories", other managers may be able to apply some of the principles used to address their own problems or obstacles. Managers could reach out to each other for more details if they have interest in a specific success story posted.			
334		HR/ Customer Service	Lack of customer service	Develop as part of the Customer Service Training a quality campaign for pride, ownership, accountability and job commitment among staff. Encourage a shift in the government employee mindset of their role in terms of service delivery			
335		HR/ Customer Service	Lack of customer service	Identify customer service needs vs. expectations at all levels and develop customer service goals and standards. Make it easy for customers to provide real time feedback to identify areas in need of improvement…like surveys after transaction completed. Once customer needs are identified, keep on top of that and changing needs via continually monitoring			
336		HR/ Customer Service	Need to address Customer service	Although improving IT services may address certain customer needs, many citizens are hesitant to conduct business on- line. The expectation is that a "person" must be available and the role of government is to provide this accessibility when necessary. Develop campaigns targeted towards customers to change the expectation and ease of how services should be delivered, but never eliminate the option to press "O" and speak to a real person.			
337		HR/ Customer Service	Lack of customer service	Identify the various customers and user groups and tailor service specifically to that need instead of trying to pigeon hole all customers into one system of response or service delivery			

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338		HR/ Customer Service	People call or come into DEP looking for general information - "If I'm doing this activity, what permits do I need? How do I get them? Who do I talk to?..." etc.	We should develop a "gateway" similar to how DMV is structured. Go to one place where DEP identifies everything that needs to be done.			
339		HR/ Customer Service	Clerical are usually the first line of contact with the public. It reflects poorly on the DEP if the clerical cannot, or does not, help the caller get the requested information.	We need to provide training specifically for clerical. Introduce them to what other groups are in the DEP and what those groups do. Give them the tools to find the appropriate program.			
340		HR/ Training	Need to be able to attend job related professional training opportunities for maintaining licenses and improving professional knowledge.				
341		HR/ Training	With budget and travel constraints, technical staff has fallen behind in training. We are regulating entities who are better trained and have more up-to-date information	Need to form a group to look into this issue.			
342		Lab Certification	NJ is one of 15 State Lab Accreditation Bodies able to grant national accreditation to businesses/labs conducting environmental analyses. The national standards used to govern this program have had a name change from The NELAC Standard to The NELAC Institute Standard. The NELAC Standard is adopted by reference at NJAC 7:18. For NJ to continue its status as a nationally recognized accreditation body a change must be made at NJAC 7:18 by July 1, 2011, to adopt by reference the newly named national standard. Participation in the national program permits NJ to grant NJ Accreditation (named Secondary Accreditation) to businesses/labs accredited by the other nationally recognized state accreditation bodies. Essentially, this is a 3rd party program and approximately 120 business/labs receive NJ Secondary Accreditation based mostly on the activities/resources of other nationally recognized state accreditation bodies. NJ grants national accreditation to approximately 100 businesses/labs based on NJ activities and use of state resources, which is used by other state accreditation bodies across	Adoption of the newly named national standard (The NELAC Institute Standard) by July 1, 2011, will permit NJ the ability to continue to grant National Secondary Accreditation to businesses/labs currently conducting environmental analyses and/or interested in conducting environmental analyses in support of NJ's environmental programs. Adoption will result in reducing the number of national program on-site assessments from approximately 110 to approximately 50 per year.			
343		Lab Certification / C&E	Enforcement authority for non-complex actions is designated to the OQA. Complex actions remain with Compliance and Enforcement. Currently, most actions are non-complex and deal with proficiency test sample failures (suspensions and small fines). Complex actions deal with on-site assessment findings impacting analytical data quality (suspensions, large fines).	Delegate remaining enforcement authority for complex actions to the OQA. Will reduce duplication of efforts and will reduce staff resource needs. Will also reduce turn-around-times.			
344		Lab Certification / Quality Assurance	Competing programs for granting approvals/certification/accreditation of businesses/labs conducting environmental analyses. Currently have international, national and state programs. NJ currently grants national and state certifications/accreditations. Important for NJ to remain primary responsible party for approvals/certifications/accreditations in order to have authority over the businesses/labs providing environmental analysis results it uses to make managerial, enforcement and environmental decisions.	The department and OQA currently have trained ISO Lead Assessors. Train all OQA assessors to be Lead Assessors. After training takes steps to have NJ qualified to grant ISO certification. OQA currently has 14 assessors that routinely grant national accreditation status based on ISO standards. Granting ISO certification (on a voluntary basis) will increase fees charged to businesses/labs, but will be consistent with national policies. DEP lead assessors will also be responsible for the internal quality systems in the department, thereby providing continual improvement to departmental activities.			

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345		Lab Certification / Quality Assurance / SRP	Various programs in the department have responsibility for auditing/assessing the effectiveness of businesses/labs quality systems and environmental analyses activities. Many if not most of these activities are conducted by OQA staff. OQA staff routinely conduct assessments of NJ businesses/labs and internal DEP programs. These are in form of state certification, national accreditation, management system reviews and technical system audits. A number of OQA staff are trained and routinely conduct quality system audits based on national and ISO standards.	To have the most effective department system for these activities, it is recommended that the function be centralized in the OQA, where most of the departmental expertise exists. This would include, but is not limited to current activities for assessing the quality of environmental analyses, the effectiveness of departmental quality systems, the effectiveness of quality systems maintained by businesses/labs conducting environmental analyses; and would also include future activities such as those that may be considered in programs such as the LSRP.			
346		Land Use	Needed to dredge an agriculture pond. Could have used mosquito control equipment, but was not authorized by land use	Allow state to conduct dredging and other maintence activities without Land Use oversight.			
347		Land Use	Often times permits that are issued come with "standard" permit conditions. And often times these standard conditions do not apply to our project and we need to contact the issuing officer to have them either amended or removed.	Maybe permits can be sent to the requesting agency/property owner for review before the final stamped permit is written up, just so issues that may be arguable can be discussed and revised if need be.			
348		Land Use	Transformation Priority to " Immediately focus on operational and regulatory reforms in the Land Use permitting program, including the expanded use of information technology, electronic submittals, general permits and permits by rule."	This Transformation Priority could be mostly accomplished with regulatory reforms which establishing the use of Licensed Land Use Permitting Professionals who have the authority to approve "minor" regulated land use projects.			
349		Land Use	The Dept engaged in discussions with the permit efficiency task force. Dept staff worked along with stakeholders to develop many suggestions for improvement, many of those have not been acted upon and are still valid.	Those suggestions are public and are still available on the Dept's website.			
350		Land Use	Need to implement reinvention plan for Land Use. The plan has great depth in terms of regulatory changes, process improvements, and organizational changes.	3 major components for reinvention: must substantially increase the programs effectiveness and efficiency, cost-effectively, a less complicated regulatory structure, an organizational structure that effectively implements the goals, and a unified Land Use IP/ unified Land Use GP.			
351		Land Use	Land Use permits - test pits, wells, soil being approvals should not take 90 days to process.	Make general permits into permits by rule for site investigation (IE to determine the extent of a landfill prior to developing a closure plan).			
352		Land Use	Preapplication Teleconferences with the consultant and the client: Preapplication meetings are sometimes requested for simplistic projects that the consultant should not need guidance on if they knew our rules. These simplistic preapps are just a way to bill the applicant.	We need more conference call capability; we could save the applicant money by reducing the amount of time the consultant spends on the preapp. Also, the applicant should be included on the conference call so they can hear the guidance given by the Division.			
353		Land Use	There is no formal certification required to submit Land Use applications. The consultants do not need to have an Underground Storage Tank certification; they don't have to have OSHA training. There are many new consultants every year submitting applications to us, and they have no training or knowledge of the rules.	Create a Consultant Track Record List or Consultant Certification Program for land use			
354		Land Use	Protecting from the spread of invasive plant species from machinery and equipment brought onto the site.	On linear projects, LU should include in their permit conditions provisions to protect the site. For leases and Right of Entry Agreements involving the investigation or construction of linear projects, GA and NHR should include provisions for protecting the site.			
355		Land Use	Test pits, wells, soil borings approvals should not take 90 days to process.	Make general permits into permits by rule for site investigation.			

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356		Land Use	Applicants often come into pre-application conferences with pre-defined ideas of a project, leading to confrontation on permit issues within regulated areas.	Establish project concept plans prior to a pre-application conference.			
357		Land Use	Rules are launched without staff training and without the appropriate forms/infrastructure in place.	Identify rule support requirements during the drafting process and organize a rule launch committee to handle support issues			
358		Land Use	There is a huge hole in our environmental impact/assessment for the State in numerous areas. (E.g. shellfish and SAV)	A dedicated fund is necessary, not only to initiate studies, but to provide for ongoing research. Funding for monitoring and periodic updates are required to be built into the system.			
359		Land Use	The State designates areas by description. This leads to numerous challenges, when an area is designated for special consideration through a law or rule, as to whether or not a parcel is within or outside of an area; wasting time and money.	No special area should be designated that is not mapped in GIS and promulgated as a GIS based polygon instead of a description.			
360		Land Use	Our laws and regulations are cumbersome and at times conflicting, which has to a certain extent failed to address the concerns which created them, protection of our environment.	We need a proper environmental assessment and proper site analysis through a unified verification, while concurrently rethinking our environmental strategy when it comes to the regulations which affect the resources in the State.			
361		Land Use	Duplicating efforts across the Department, indeed within the Division, resulting in wasted and sometimes contradictory products.	Enforce a Department wide coordination effort where-by Managers provide lists of initiatives and projects that would be posted on an Intranet coordination board.			
362		Land Use	The Department is not utilizing communication tools such as "Instant Messaging", "White Boards", "Message Boards" and other technology that is available in the private sector.	Develop a strategy in implementation plan to bring these tools into the Department and make them available to staff.			
363		Land Use	Applicants and/or their representatives attempting to shortcut an application in progress by going through management and/or the commissioner's office. An application then takes longer due to having to address these other concerns.	Establish a clear Department policy and/or rule which keep review of an application where it should be, with the project review person (PRP) and their supervisor. Public comments should be in writing and within the 30 days of the application publication in the DEP Bulletin.			
364		Land Use	Decisions on policy and/or initiatives are not being made in a timely fashion and/or without clear and concise direction, resulting in lost opportunities to innovate. Initiatives and/or review items get stalled	Establish formal lists of issues requiring managerial decisions. Managers should be responsible for timely decision making. Decision lists with clear deadline noted should be available to Staff.			
365		Land Use	Quality of applications is often extremely low. Providing pre-made forms would help with consistency.	Increasing outreach to explain environmental issue and permit requirements to educate the prospective applicant.			
366		Land Use	Applicants go into a design phase of a project without knowing the full extent of environmentally restricted areas on their site.	A global verification would allow an applicant to obtain all of their verifications at the same time. Require these verifications prior to submission of a permit application.			
367		Land Use	Plans reviewed by the Department have been of extremely poor quality, requiring multiple revisions.	Surveyors and Engineers must be held accountable for their work.			
368		Land Use	Public outreach regarding the program has declined. during the early years of the Freshwater Wetlands Protection Act when there was a public education contract and program staff taught courses at Rutgers and held "town meetings" to educate local officials and interested parties from the general public. After a period of "learning curve" there was a discernible decrease in "violations" (especially in previously un-regulated upland buffers), and crabby phone calls and referrals. However, programmatic priorities soon shifted away from these efforts once the initial funding ran out, and we began to see more little violations, especially involving single family houses.	establish a regulatory public outreach section or prioritize having individual programs develop outreach efforts. The DEP is never going to be loved while regulating the public because we often have to guide clients in directions they don't want to go while costing them money and time. However, the most vocal of these folks may not have as much of an influence on our activities if the majority of the public understands the 'hows and whys' of our actions.			

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369		Land Use	The program may tell an applicant only that the permit application is not approvable. The program will not tell the applicant what changes to make since "that is the job of the consultant, not the DEP". This results in a long and protracted process costing both the applicant and the DEP money in wasted time.	It would be more efficient, and provide better customer service, if the DEP would tell the applicant how the design could be changed to make it approvable.			
370		Land Use	Consultants submit poor work products and staff is expected to help them. Staff is reluctant to help because the consultants make so much more than them and staff does not feel as though they need to do consultant's job.	Develop a method to hold consultants accountable for the quality of their submittals.			
371		Land Use	DEP projects should have a higher priority for review. If DEP cannot get the permit, it may mean lost revenue, increase costs or cause dangerous situations. For example, if Leonardo Marina does not get permit for dredge spoils, then boats can't get into slips and there will be lost revenue.	Develop a tiered approach for process and do not treat all projects the same			
372		Land Use	90 day time clock does not apply to stream encroachment permit modification. Sometimes it is faster to apply for a new permit than apply for a modification	Revise process or apply 90 day clock to modifications			
373		Land Use	Sometimes there are technical disagreements that result in a permit being contested.	Cases should go to a technical review panel before the final permit is issued.			
374		Land Use	Can be required to provide mitigation for a very small area (1/10 Ac). Something this small is usually not effective	Should be able to have a state mitigation bank.			
375		Land Use	Land Use issues a permit for aquaculture for establishing shellfish beds. It is difficult and time consuming to get permit and holds up establishment of beds	Allow Shellfish program to approve			
376		Land Use / SRP	A number of contaminated sites, particularly brownfields, impacts degraded freshwater wetlands, transitions areas, and State open waters. The LUR requirement for mitigation is often an obstacle for remediate/redevelop and economic growth. The General Permit #27 (GP 27)-Redevelopment of Previously Disturbed Areas (N.J.A.C 7:7A-5.27) authorizes the disturbances of certain degraded freshwater wetlands, transition areas, and/or State open waters by previous commercial/industrial activities or abandoned/underutilized sites necessary for remediation/redevelopment. The GP-27 is as excellent permit that should and can be utilized more effectively by SRP to advance/expedite remediation of contaminated sites. However, the permit is limited in scope and only allow the disturbance of no more than one acre of degraded freshwater wetlands, State open water, and transition area. Moreover, the GP-27 requires mitigation for disturbance of more than one half acre.	1) Acreage disturbed should be revised from no more than one acre to no more than three acres 2) The mitigation requirements for disturbance on more than one half acre should be revised to require no mitigation. 3) At a minimum, since the GP-27 is a brownfield remediation permit it should be issued by the SRP and this can be issued by the SRP ODST. The same argument can be made for the GP-4 (Hazardous Site Investigation and Cleanup)			

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377		Land Use / SRP	The remediation of a number of sites, particularly brownfields, requires a number of permits or coordination from other programs (i.e., Land Use). Too often, these programs are at odds with the SRP when it comes to schedules, priorities, resources, and process. Since these programs are managed independently, often reporting to different management teams with different perspectives to the same site(s) it often creates an obstacle to remediation, redevelopment, and economic growth	Create a LUR section within SRP Brownfields Remediation & Reuse Element to coordinate, address, and issue all LUR permits as they relates to site remediation. The ODST currently function and issue a number of LUR permits but only under specific circumstances. Expand role to issue all types of LUR permits, make calls on all LUR matters, approve mitigation ratios, issue LOI, comment and assist on proposed LUR regulations, be available quickly to conduct site visits and attend meetings, provide training in remediation/redevelopment and economic analysis, ect.			
378		Land Use/ ADR	There are many reasons for the denial of a permit application. The Division has the responsibility for issuing permits in accordance with several regulations, so the process can be complicated.	Pre-Denial Dispute Resolution: The new Office of Dispute Resolution could be even more effective if it was utilized prior to the denial of an application. We could reduce the number of denials/appeals, by bringing this process in-house with a formal dispute resolution meeting prior to the application denial.			
379		Land Use/ Green Acres	Land Use is telling engineers that they should be submitting information that is within the scope of surveying, and we have been informed from private sector surveyors that Land Use expectations are for surveyors to provide services that are beyond the scope of surveying practice. These reviewers are putting the licensed professionals in a serious bind; they cannot provide the professional services required by the agency without risking their licenses and professional status, and therefore they cannot provide the services their clients require for project approval.	Make sure that only licensed engineers review engineering aspects of a project, that licensed surveyors review surveying aspects, and that all checklists and requirements are reviewed to assure that there is no misallocation of which licensed individuals are to provide specific services.			
380		Land Use/ Highlands	Duplicative roles and responsibilities	Streamline roles and responsibilities. Make concurrent steps or consolidate steps, or give responsibility to one group. Examples include Highlands Resource Area Designations, Pre-application materials, Highlands Brownfield Designations, Highlands Preservation Area designations with waivers,			
381		Land Use/ P&F	Park projects should not have to meet the same standard as developers and industry	Need to have regs that do not treat all projects the same.			
382		NHR	Open Space- In these economically stressful times where hard won protections are being pushed aside for development and business interests, we may be trading long term losses for short term gains.	Economic Benefits of open space – a while back I recall DEP working on quantifying the benefits of having clean air, water and open space. ANJEC has documented that preserving open space saves municipalities money as opposed to residential development.			
383		NHR	Field Offices: Not every field office has an admin assistant to help with answering phones and paying bills, direct access to Trenton and DEP's software licenses, or a cleaning crew to clean the office. Our office has none of the above.	It would be helpful if each field office had someone dedicated to assist with purchasing: receive and pay bills, create and submit a PO from a quote and job #, etc. WE need access to software updates and license from Trenton. And the DEP should ensure that each field office has all its necessities take care of to meet minimum office safety and health standards.			
384		NHR	Need Seasonal Staff" Interns. Please renew a seasonal staffing budget.	Offer paid internships with college credit. A $500- $1000 internship for a set period of time. Possibly renewable at completion of a project. This way we get to work with people who want to be in the field. These people are potential employees.			
385		NHR	Lack of Public Info and Marketing	Investment into marketing for NHR. (e.g. Phone Applications)			

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386		NHR	When we buy anything in the field without using the P-Card we have to fill out a purchase order to pay the bill. The purchase order form is on the computer now, but we have to fill it out, print it, get it signed, copy it and then send it in the regular mail with the original receipt to Trenton to have it processed and paid.	If we could scan the receipt into the computer and then email it to Trenton not only would it save us the cost of postage, but we would be able to cut days off of the time it takes to get vendors paid.			
387		NHR	The National Guard Engineering Battallion needs to conduct training 2 wks per year. They provided funding for use of the facilities. They have been unable to get approval in NJ so they go out of State to conduct training.	Allow training to be conducted in NJ			
388		NHR	Historic sites does not have enough funding to maintain facilities	Develop 501© to accept funds for the site			
389		NHR	Maintenance and security requirements are costly for empty buildings.	Tear down unoccupied or unused buildings, immediately.			
390		NHR/ Consessions	The park staff is required to maintain the facility and equipment for concessions run by private entities, including garbage retrieval.	Private concessions should be responsible for all maintenance. The concession and maintence should be part of a comprehensive package.			
391		NHR/ Natural Lands Trust	Get rid of the Land Mgmt Review process. It wastes time, it's cumbersome and it generated unnecessary paperwork and red tape.	Replace LMR with a simple policy that states projects may be vetted at the superintendent and regional superintendent level unless there is some uncertainty or unless the project encroaches on a natural area and requires review from NLM.			
392		NHR/ Pinelands	Pinelands does not always accept results of internal NHRG review.	Pinelands should not have to review state land activities since they go through an internal NHRG review process with a public comment period.			
393		OIRM	The EPA AIRS program is an antiquated and time consuming reporting program that requires duplication of effort on the part of DEP.				
394		OIRM	Network Administrators and Program Managers are required to spend mandatory time in the Call Center answering phone calls and responding to emails and filling out daily call center reports.	The Call Center should be staffed by employees in the proper title ranges.			
395		OIRM	Human Resources' various forms could be put online. There are too many forms which are often duplicated.	DEP has a SharePoint server that can be used to do this electronically, saving the department time and money.			
396		OIRM	OIT does not allow DEP to buy USB drives. The USB drives are required for server maintenance and support.	DEP should be able to purchase or have an adequate supply in house to maintain the server and support.			
397		OIRM	Laptops were provided to many field workers which allowed them to telecommute.	Telecommuting should be expanded to other programs which in turn saves money on rent, parking and allows cubes to be made smaller to accommodate more employees.			
398		OIRM	When new PCs are deployed there is a lag because OIRM has to re-image the PCs to older versions of Windows and Office 2003. - the LMS for employees.	Eliminate this step and push the PCs out as they come in - with Windows 7 and Office 2007 - there are new productivity tools in that software and we already have the training online as part of the Enterprise Agreement with Microsoft and in			
399		OIRM	DEP is not able to modify internet applications quickly enough to meet their business need. Testing and deployment must be done by OIT but OIT's severe staff shortage causes serious delays, as much as 6 months. Even if DEP has qualified personnel to do the work, they must wait for OIT.	A more decentralized model for maintaining internet applications is required. OIT can continue their role of overseeing web design, monitoring performance and approving new applications. But once an application is approved each Department should be able to post their own modifications.			

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400		OIRM	Permit applications are difficult for an applicant to determine what is necessary and what is not necessary to submit which creates a time consuming cycle for a project review person of obtaining additional documentation.	Standardize the application forms. We would need to expand upon the existing application checklists and create a series of PDF or other type of form which could be downloaded, filled out, and returned as a printed copy or emailed/submitted on a cd.			
401		OIRM	IT projects and development are not transparent to the Department.	Make all IT initiative information available to staff as project descriptions with milestones and status reports. Responsible project staff should be listed.			
402		OIRM	Ability to use Document Management/Workflow tools	Work with OIRM to implement existing tools. Use transformation ideas as pilot projects for implementation. Approve necessary (minimal) training needed. Get OIRM whatever assistance needed to advance the use of this technology			
403		OIRM	Reduce paper form process. Improve integrity of existing forms.	Review all DEP Administrative Forms created an automated library. Eliminate paper processes where possible. Needs Document Management solution in place to fully execute. Assign appropriate staff to serve on a process improvement team to review all forms for necessity, value, and potential to automate. Create a automated library (master list) and prioritize in terms of Document Management/Workflow solution. Also check for an existing P&P for each form/process. Department reminder needed to advise staff the existing official forms generated with a DEP document control number must be changed through the Office of General Services			
404		OIRM	Department is in need of implementing Identity Theft Protection Act Policy and Procedure.	A policy was drafted but still awaiting final approval. Revamp policy and procedure review process			
405		OIRM	Underutilization of Document Scanning Capabilities	Need options from OIRM to improve options for scanning and storing documents. Allow programs to set up individual directories to improved scanning process. Allow programs to incorporate document management in automation processes.			
406		OIRM	DEP policy needed for decommissioning of PCs	Create an SOP/P&P to avoid potential for security breach. OIRM to work with programs and General Services to develop guidelines and assist with implementation			
407		OIRM	Move DEP onto Microsoft Exchange	Fund OIRM to adequately support DEP's infrastructure. Or bring in Co-op students from reputable colleges in the area to work for credit on this project. OIRM has only one person working on the archive conversion. This has to be completed before the department can move to Exchange. This could take years.			
408		OIRM	The DEP website- commonly used forms are very hard to find even when you know what you need.	Improve the website so that information and forms can be found easily by people on the outside.			
409		OIRM	Faxes come in only to fax machines. (wastes paper)	Allow faxes to come in directly to our computers instead of to a fax machine.			
410		OIRM	Our office is "behind" in terms of technology and depending upon the new role(s) of the field office, it is a good idea to update the office for more interactive technology with Trenton and others. The way it is now, many valuable people decline to participate in various committees, etc because of the long commute.	We need video conference/chat rather than just conference calls; we could do more, without losing 3 hours out of the day in a commute, and gain more participants.			

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411		OIRM	We need to improve our forms and document management at DEP and invest in IT. (Currently have no automated links to legacy mainframe systems, no inter-agency electronic transactions, imaging is only available by manually scanning, paper forms for numerous administrative processes, etc)	We need a comprehensive forms and document management system that does the following: Routes electronic forms with attachments and ahs both intra- and extra- agency capability; Collects digital signatures via form-specific workflows; Feeds form data to databases- no data entry; Routes forms and attachments directly to an imaging repository using form data to populate metadata to index images of the attachments; Backs up electronic images with microfilm to meet DARM requirements for an "eye-readable' backup for records with retention schedules greater than 10 years.			
412		OIRM	The recent purchase of Department laptops and return of older computers has led to what appears to be poor spending of public monies. One explanation for the additional money price is that the State has to use the approved vendor from the state vendor list.	Revise the state vendor list. How can the state honor the list if the actual cost per unit is more than what the same item can be purchased for on the open market?			
413		OIRM	Older computer being replaced will not be redeployed to the other DEP offices or returned to Treasury for auction or sale in the near future.	Computers need to be returned and cleaned/ hard drives wiped clean on a real-time basis. The state should open "The NJ State Store" in northern, central, and southern NJ. This store would sell complete computer systems out of the returned materials at cheap prices to make money but provide a reasonable alternative to families or individuals that are of limited income.			
414		OIRM	We have been waiting for high speed document scanners to upgrade our IT capability. I was recently informed that due to e-discovery issues that this equipment distribution and/or equipment usage in this manner is on hold. (The scanners would allow the electronic storage of documents- lessening paper files storage and help with OPRA requests.)	Speed up the process to resolve any questions in this area. Paperwork is building up in the file rooms again which will result in more storage costs in the long run.			
415		OIRM	Our email system is so slow and tedious.	Transfer to a better email archive system.			
416		OIRM	I suggest the Department and State consider moving toward an Internet-based communication system	The use of voice over IP to save on phone bills.			
417		OIRM	We cannot open attachments via email that are too large in size. They have to be sent in small files of less than 10MB.	We need to upgrade to greater internal/external file sharing ability.			
418		OIRM	Lack of web based meetings.	Need to increase efficiency and encourage more web based meetings. Some of the products out there are DimDim, go2meeting and WebX. It might be a good idea for DEP to invest in subscriptions so that programs across the state could take advantage of these companies to save money and time.			
419		OIRM	Most State Park field areas do not have DEP Net access and are out of the communication loop. Some have limited DEP Net access. For instance, can get to the DEP & You! home page but my access is denied to all of the individual links on the left side of the DEP & You! home page	Field areas need to be given the proper tools and access so that they can believe they are part of the DEP and communicate with the remainder of the agency.			
420		OIRM	NJEMS is not user friendly	We need to take control of design.			
421		OIRM		Establish a 9:00AM to 5:00PM central IT contact group and toll-free phone number that provides real-time customer service support for all IT questions related to NJEMS, electronic submittals, permit renewals, establishing an account and password, etc			

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422		OIRM		All periodic submittals should be electronic - build upon the existing EERs and other reports that are currently required to be submitted electronically			
423		OIRM		As feasible, develop computer programs that can "read" basic, formatted submittals that flag only those which require further inspector review.			
424		OIRM	Some field offices send all information to CEHA agencies on paper and through the mail.	Information should be provided electronically.			
425		OIRM		Correct Treasury's second and third billing invoice notices to indicate what Permit they are for			
426		OIRM	Need to make changes to NJEMS.	Enhance NJEMS to automatically process electronic submittals, both when violations exist and when there are no violations.			
427		OIRM		Recruit Student interns into GIS department. Offer services to make custom GIS maps/collate data for a fee. Keep basic GIS information free but officer online subscriptions for advance data for a fee. Open an Store on the NJDEP website to purchase items in one place-books, maps, shirts, posters, park passes, etc. Frees staff and generates funds			
428		OIRM	Use of satellite for internet connection has proven to be unreliable, slow and experiences many instances of down time.	Wiring for cable would reduce the monthly cost and be a more viable and efficient alternative.			
429		OIRM	PDF and DOC files come up as top ranking search results rather than web pages with useful information for the public to be able to find linked information or contacts to real people.	This problem seems to be prevalent throughout the State of New Jersey's site, and is not restricted to DEP. It may be due to lack of "Keywords" or other metadata in the coding for the web pages, or it may be due to some other reason, but it does prove to be a source of frustration to both the public and internal users.			
430		OIRM	We have the high-tech equipment in our Program but we don't have access to some functions.	I hope we can have access to and take advantage of our current high-tech equipments. People from the County Governments or engineering firms have been submitting .pdf files to us for years and they were amazed that we are still using low-tech fax machines to send them the Department Issuances (those with signatures) even when we have the scanners here.			
431		OIRM	The copy machines within our work area were replaced with all-in-one office equipments, which have multiple functions, such as copying, printing, scanning and faxing. However, we were told that we had to get permission from one or two persons to use the scanner.	There should be no need to get permission to use our scanners.			
432		OIRM	Some office computer units in use are 10+ years old. We cannot got to outside vendors for repairs, we cannot purchase replacement parts or upgrades.	For staff to be efficient in their daily duties we need computer upgrades/purchases.			
433		OIRM	DEP is not able to modify internet applications quickly enough to meet their business need. Testing and deployment must be done by OIT but OIT's severe staff shortage causes serious delays, as much as 6 months. Even if DEP has qualified personnel to do the work, they must wait for OIT.	A more decentralized model for maintaining internet applications is required. OIT can continue their role of overseeing web design, monitoring performance and approving new applications. But once an application is approved each Department should be able to post their own modifications.			

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434		OIRM	In the event that the Groupwise servers go down, instead of instructing everyone to use a third party email system (which in the vent of an emergency, we shouldn't be using email as a means of communication), we should be promoting the use of technology most people already would have on their person, their blackberry.	Now that most senior staff have Blackberry's, we should be promoting the use of our Blackberry investment to its fullest extent. Also, if not all senior staff have blackberry devices, we should purchase more to make sure all senior staff have these devices.			
435		OIRM	We need to look towards economy of scale in implementing technology.	I'd suggest more generic development that allows DEP resources to build onto core-capabilities. We need to recognize our collective interest and future needs and incorporate this into system design. Additionally, open system design should promote DEP-staff developed solutions leveraging core systems.			
436		OIRM	Time is required to print out checklists and fill them in by hand. They then need to be transcribed into NJEMS. A direct means of inputting information into NJEMS would save a lot of time.	Issue laptops to all inspectors so that they can record findings at the facility and upload back at the office			
437		OIRM / budget	Data Re-investment – DEP is not a profit driven entity. For our expenditures, we provide protection through receipt and management of data and information. We don't receive money per se (fees simply cover existing effort; we are not permitted to profit). So how can we develop a better product (e.g. protection) and wider distribution without profit?	The answer is data and information – that's the capital we receive. Aside from additional funding and new/higher fees, it's all we get. The good news, it has tremendous value that increases over time – businesses are built upon it. Its time to exploit our currency.			
438		OIRM / Communications	The DEP website provides an ideal platform for disseminating information, but its current navigation can be confusing. Also, the DEP press releases focus on enforcement topics, while leaving out the positive and exciting stories of community involvement.	In my position if I had more approval authority to get materials printed and press releases out, I would be able to work more efficiently and help improve the public face of the DEP.			
439		OIRM / Customer Service	It is difficult to locate our website and then to find information about particular programs (especially parks)	We need to simplify our web address and restructure our website.			
440		OIRM / General Services	Allow DEP to use available Microsoft tools such as SharePoint to develop IT solutions.	We already own the software; just need OIRM to designate a database manager since servers are consolidated at OIRM. Get OIRM the resources needed to implement this service.OIRM to articulate exactly what program needs are to put this in place. General Services will support all other development projects that have been on hold pending the use of Sharepoint's document management/workflow functionality.			
441		OIRM / HR	No links on the DEP org chart	There should be weblinks directly on the DEP org chart so that you could click on the link and be taken to that division's website, then create separate org chart that is a hierarchy of employees with the above profiles being the final links.			
442		OIRM/ Customer Service	DEP is prohibited from using facebook, twitter or other social networking.	Many states and fed gov use these tools. It's a way of sharing information quickly and interacting with the public. Parks would be able to post pictures and comments from events to generate interest. State of AL uses live chat on its website.			
443		OIRM/ General Services	Create a DEP Database Services Screen	Databases that are used throughout DEP should appear on a single access screen (front end) that links employees directly to various database logon screens. OIRM and General Service to determine if this suggestion is plausible.			

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444		OIRM/ General Services	The regional office is our only point of access to the MACS-E system to check on payment status, check numbers, etc.	Why can't the field areas look at the same information as the regional offices? We can't change anything in the system since it is read only.			
445		OIRM/ General Services	NJ Administrative code requires the use of the 1983 North American Datum and State Plane Coordinates for establishing map benchmarks, infrastructure and natural resources networks using point, line, and polygon data themes. Since 1983, we were supposed to have converted to metric but the department still requires data to be submitted using State Plane Feet. Confusion in the regulated community arises often from using maps based on the 1927 datum, and many find it difficult to convert between the different datums.	NJDEP should move to augment the data development and reporting requirements through the addition of decimal degrees to the list of officially accepted spatial coordinates. This would allow anyone with a computer to use Google Earth to check the accuracy of their work. Moreover, map-based themes can be developed through 'heads-up" digitizing of features using GE to display and transfer information, and to extract spatial coordinates in support of technical requirements. Google Earth is a mainstream Geographic Information System that is available to virtually everyone, for free. It requires the use of geographic coordinates (decimal degrees).			
446		OIRM/ HR	Department keyword listing & DEP employee directories are not updated.	Updating the keyword listing & employee directories on a regular basis would make fielding and directing calls for the support staff much easier.			
447		OIRM/ P&F	State Park field areas do not have DEP Net access and are out of the communication loop.	Need to change this and make field areas actually believe that they are part of the DEP and communicate with us. Also, the transformation e-mail info needs to be easier to find.			
448		OIRM/ P&F	Brendan T. Byrne office building presently uses a satellite for internet connection. This has proven to be unreliable, slow and experiences many instances of down time. This service costs about 150.00 per month.	Having the building wired with cable would reduce the monthly cost and be a more reliable and efficient alternative			
449		OIRM/ P&F	Need Software updates.	For Historic Sites we use a museum software called Past Perfect. It is an affordable museum data base and works well when used. http://www.museumsoftware.com/			
450		OIRM/ P&F	Program uses a museum software package. We do not have DEP tech support for this software.	Outsource or contract for tech support for particular software.			
451		OIRM/ P&F	Need to file paperwork for requests, but we do not have a working scanner. Need to go to another facility to scan documents	Provide necessary equipment to field offices.			
452		OIRM/ P&F	Staff has limited or no access to the computer or internet. Many field people spend little time in the office, so use their own phones for communication	Field staff should be provided with an i-phone or other device instead of computers and phones.			
453		OIRM/ P&F/ Procurement	IT help desk should not impose restrictions on what computer items or accessories that can be purchased.	We should be able to use a P-card to locally buy a mouse, keyboard or hard drive etc. if there is an equipment failure. They more often hinder our ability to function rather then help.			
454		OIRM/ website	Links on Homepage - There are currently 29 links on just the left-hand navigation on the home page.	Look at page hits for all those links and pare them down by half according to popularity.			
455		OPRA	The rates we charge for copying are much too low. ($.03 / page, no charge for 1st 25). This amount doesn't even pay for the paper. The process is very paper intensive, and we don't even have enough paper in the office for our other work	Charge higher fees and require electronic response.			
456		OPRA	OPRA request costs a lot of time, and it is leg work for attorneys and consultants.	Attorneys and consultants should pay for our services.			
457		OPRA	We spend a lot of money copying and mailing documents for OPRA.	We should be able to respond to requests electronically			

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458		OPRA	Multiple staff can spend many hours responding to and preparing an OPRA request, only to have the requestor never show for an appointment.	We should have the ability to charge "no shows" or at least limit them from making another request.			
459		OPRA	OPRA & Record retention	Propose that the regulatory requirements for record retention for air pollution enforcement records for gasoline stations be amended to indicate five years.			
460		OPRA	No one disputes the public's right to view records. However, there are some who abuse the OPRA system by filing tens of requests during the span of each month.	A line should be drawn between transparency and inordinate requests to a single agency by a specific individual or organization, which becomes burdensome to the agency and interferes with conducting business.			
461		OPRA	OPRA requests	When an interested party makes an OPRA request for an entire file to be copied the secretary should just run the file through a scanner as opposed to coping the entire file and hand the consultant a disk. If the interested party would like a paper copy then they can copy it themselves from the disk at their own cost.			
462		OPRA	No one disputes the public's right to view records. However, there are some who abuse the OPRA system by filing tens of requests during the span of each month.	A line should be drawn between transparency and inordinate requests to a single agency by a specific individual or organization, which becomes burdensome to the agency and interferes with conducting business.			
463		OPRA	OPRA requests	When an interested party makes an OPRA request for an entire file to be copied, the secretary should just run the file through a scanner as opposed to coping the entire file and hand the consultant a disk. If the interested party would like a paper copy then they can copy it themselves from the disk at their own cost.			
464		OPRA	OPRA rule	Revise OPRA rule to differentiate between attorney/consultant requests and private citizen, charging no or little fee to the private and stiff fees to the commercial.			
465		P&F /HR	Need to create a DEP/ SPS Alumni Association.	Have an alumni association to connect people who are working in DEP to those who have retired, or left the department.			
466		P&F/ HR	It can take 3 to 4 weeks to put a seasonal employee on the payroll. By the time you have approval and person can begin working, you may have lost half the season.				
467		Park Police	Fine amounts are out-of-date	Fines should be comparable to other towns. For example, fine for public consumption of alcohol in towns is $250, while it is only $50 at the parks.			
468		Park Police	Rates charged for large events does not come close to covering actual costs.	Rates for police coverage should at least be comparable to what towns charge. Additionally, towns charge a higher rate if cars are involved in the event.			
469		Parks and Forestry	In the past each org/ park/ historic site must have its own budget and board. However, now it looks as if some restrictions have changed.	IMLS may offer SPS a stable source for funding for conservation projects.			

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470		Parks and Forestry	I feel that we have done a great job to keep sustainable monies coming into our Department and feel it is unfair to take from our Forestry Accounts to pay Parks.	They easily could establish their own license plate to establish sustainable monies. If they don't establish sustainable funding then each year they will continue to "borrow from Paul to pay Peter". I feel it is extremely important that DEP use funding sources like No Net Loss and The Treasure Our Trees License Plate accounts for their intended purposes of reforestation and implementing forestry goals and objectives throughout the State.			
471		Parks and Forestry	We need better promotion of our historic sites.	This is a really great PR tool that a MD power company uses for promoting historic sites. https://www.smeco.coop/community/aboutsomd/thomasstone.html			
472		Parks and Forestry	Only two marinas are managed by The State Parks System, Leonardo and Forked River. Out of the two marinas Leonardo is in a better location, and brings in much more revenue. Leonardo would be the obvious choice for a management company to take over operations and maintenance.	If the State decides to do this a successful management plan can be developed by exploring all the other privately run State owned marinas. (E.g. Liberty Landing Marina, Jersey City, etc.)			
473		Parks and Forestry	Some office computer units in use are 10+ years old. We cannot go to outside vendors for repairs, we cannot purchase replacement parts or upgrades.	For staff to be efficient in their daily duties we need computer upgrades/purchases.			
474		Parks and Forestry	Concessions	The Parks Dept. should lease out the concessions on a triple net lease basis. The Parks Dept. should provide no services for lessees. Let the entrepreneurs pay for their own services. A commercial real estate firm who knows the business, not our untrained personnel, should run our leasing.			
475		Parks and Forestry	Too often we are told that we must follow the "chain-of-command." While understandable, it is also sometimes quite frustrating when we can not simply address the managers (or other employees along the chain) in a "one-on-one" conversation - a conversation that hasn't been vetted and filtered. When issues, problems, concerns or suggestions are floated up the chain, we wonder if they are ever really discussed. And if so, is our original intent communicated in the best way possible. Most times, we simply never hear anything more.	Open the lines of communication with our Trenton managers in meaningful and productive ways. So trusting, hearing, including the field staff in the process and implementing some of their useful ideas will go a long way toward helping the overall agency improve			
476		Parks and Forestry	The state cannot maintain all the properties it has come to own over the years. Most are given to the various parks who do not have the budget/means to keep them in a state of repair, staff them or pay utilities. The result - an army of run down historically significant structures. The public notices and comments on the condition of these buildings regularly. These properties are acquired with the best of intentions - many through the Green Acres program. Recently however, if an eligible/valuable property does become available for purchase and consideration, we acquire land only. Buildings are to be demolished whenever possible.	If we had a program in place that could find a use and/or caretaker for these eligible properties, there would be an alternative to outright demo. Resident Curator programs have been used in a few states with some success. Find suitable tenants for these properties to be responsible caretakers to oversee and finance the repairs and maintenance of the property. In return they occupy the structures for minimal/no rent. A detailed system of state management would be necessary - something that did not exist in the past. Regular inspections to make sure obligations are met would be required. A test program is worth considering.			

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477		Parks and Forestry	The State should not throw money into the restoration of buildings without having some kind of an end plan in place. Too often projects are approved because of public pressure to do so. Understandably, the public does not want to see the slow demise of a building that has historic merit. However, I don't wish to see money thrown at a project unless there is an end goal of occupancy and/or regular use. Why restore a structure if in the end it will remain unoccupied? That structure will only head back down the road of slow decay and the state once again has squandered away millions to no useful end.	Let's make sure to take on projects that have been properly vetted (those that have received input from the field staff most knowledgeable about the site and the local stakeholders). And, if the project has taken years (even a decades) to make it to the top of the priority list, then make sure to reevaluate its merits and reassess the original goals. As time passes, goals and players change. Make sure the project is still valid. Have the needs changed? Is the original group still willing to take ownership or responsibility. Have the goals/needs of the agency changed? If so, perhaps the original plan is no longer legitimate and the project needs to be reassessed or passed over completely.			
478		Parks and Forestry	New Jersey needs to be marketed as the destination, not a single site. There seems to be assumption that "if you market it, they will come" to State historic sites and parks. But most are single sites that are great if you live nearby and are doing day-trips. The majority of our sites do not bring out-of-State people for multiple day visits to do things just at one location. What needs to be done from the marketing side is form bundles/packages that interest tourists from outside New Jersey to come and stay for a couple of days	Create area or theme specific packages bringing people to a central location with more than one day-trip option close by. Package for a central place to stay with day-trip options radiating from that point. The options could be either linked to a themed (i.e., Revolutionary War sites) or a variety of places of interest within a short distance combining not just Parks and Historic Sites, but also wineries, orchards, beaches, and other attractions. Some marketing should include proximity to NYC and/or Philly. Many tourists want to do things in cities, but don't want to stay there. Make NJ the place to stay with things to do in NJ, but be close enough to include a day-visit to either or both city.			
479		Parks and Forestry	State Parks without at least one permanent employee is just poor management.	Jenny Jump State Forest needs a permanent maintenance person.			
480		Parks and Forestry	Parks and Forestry personal in every instance make less than prevailing wage.	Prevailing wage situations should be eliminated.			
481		Parks and Forestry	Treasury is not motivated by our needs. Each year brings even more treasury restrictions. It is frustrating and inefficient to those who do the real work of maintaining.	We need to be able to use our budgeted series monies efficiently.			
482		Parks and Forestry	McBride principles requirement. The #1 objection most vendors have.	End the McBride principles requirement. Simplify the contracts by making the business/vendor the discounted entity, not each and every individual item which has to be looked up. We need to have more vendors. More vendors mean better competition.			
483		Parks and Forestry	Marina Rates: The rates are way to low compared to the local Marinas.	The rates should be raised every year a couple dollars a foot.			
484		Parks and Forestry	Dredging issues at Leonardo State Marina: Approx 100' to 150' past the State Marina channel in the Fed channel there is a shoal up of sand that needs to be removed. At low tide boaters can not get in or out of the Marina and its impossible to get a head boat in here at all, so we lost that income this year.	In June Joe Winniki and I met with the Army Corp (Joseph Olha and Bill Vanetrpool) in reference to this issue. If they can dredge and put it on my property we can dispose of it in our dump site.			
485		Parks and Forestry	No stable source of funding to address our operational needs.	Need a stable source of funding to address- staffing expansion, replacement vehicles, replacement equipment, infrastructure repairs & maintenance, money to pay the energy bills, and money to hire seasonal employees.			
486		Parks and Forestry	It was very hard to work on projects without extra staff this summer.	Having a trained seasonal staff was really important. Please try to obtain funding for seasonal staff.			

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487		Parks and Forestry	Need grant funding.	http://www.imls.gov/ This could be an excellent funding source for parks. The grants might function best on a Division or regional basis, since most sites share budgets.			
488		Parks and Forestry	Our infrastructure	Invest in our infrastructure by insulating the buildings, replacing windows and doors with thermal-pane windows and insulated doors, and installing solar electric panels where practical to power our buildings.			
489		Parks and Forestry	No annual timber sales	Do some annual timber sales on State Park and State Forest lands. We already have foresters who can inventory and designate the sales tracts.			
490		Parks and Forestry	Need to stop doing "No Report" reports				
491		Parks and Forestry	Wasting money towards printing costs. Commissioners and Governors change often enough that we end up recycling copious amounts of paper with their names on them and then paying for reprints of the same materials with the names of the new Governor and Commissioner.	We can save a lot of printing costs by not placing the names of Commissioner and Governor on our maps, brochures, other printed material, and signs.			
492		Parks and Forestry	Right now all monetary transactions must be run through the cash register which then prints a numbered receipt. We must also then handwrite a PR form to document the same transaction.	Let's stop doing multiple receipts for a single transaction.			
493		Parks and Forestry	Several yrs ago (about 6) The Hancock House (HH) received a new computer. It was a big help. It is now not very fast, and has some wear and tear. Some data ports don't work.	Laptops would be a big help in working on collection matters or even doing work at the HH while waiting for tour groups or individual visitors.			
494		Parks and Forestry	Staff teamwork.	Division day was a day when professional staff though out DEP spent a day at a park discussing issues, learning about projects at the host site and through out the state. It was a chance to network an meet the voice at the other end of the phone. It was a neat day. This should be held more often.			
495		Parks and Forestry	Outdated office technologies.	It would be great if we could get voicemail on our phones, not just an old answering machine. Get a small all-in-one laser printer, fax, copier for the sites. or even lease a small copier/fax/printer			
496		Parks and Forestry	DEP doesn't take advantage of work programs	Can DEP take advantage of work programs for state and county inmates. Use the crews for painting, or landscaping? We used to have crews come to parks.			
497		Parks and Forestry	We continue to purchase properties that we cannot maintain				
498		Parks and Forestry	There are vacant homes on state property that are not being maintained	The state should rent out these homes and collect the revenue			
499		Parks and Forestry	Friends Groups can provide a lot of service to the parks. Since they are doing work on a State site, they are required to pay prevailing wage. This can result in up to 3 times the cost, therefore the limited resources are wasted.	NPOs should not be subject to prevailing wage limitations.			
500		Parks and Forestry	Some for profit organizations use our facilities for profit making events, and only pay a nominal fee. We must still provide maintence and security for these events.	We could have two billing categories for special use permits: One for not for profit organizations and one for profit generated organizations. We could have higher rates and not penalize the charitable organizations. States like Delaware give a 20% discount on facility fees to non profit organizations.			

Suggestions Received from DEP Employees

Version 1 - October 14, 2010

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501		Parks and Forestry	Many states have different campground rates for nonresidents.	We could have two rates for campsite permits. One for in state residents and one for out of state campers. NY,Conn, Dl and PA. all charge different rates for resident and non resident. The non resident is between $2 to $10 increase. VT, Mass, and NH also charge a greater fee for non resident campers			
502		Parks and Forestry	A nominal fee is charged for use of our facilities for events	We need to charge prices that are competitive with other states and private facilities (For example, venues for weddings. Also, Barnegat Light House charges $1 for admission, while Cape May (private) charges $7.)			
503		Parks and Forestry	We need to market our parks better.	We need to have color brochures that we can leave at local hotels and rest stops. We need to bundle the attractions together and market the region. For example, Allaire, the golf course, local wineries, shore. This would provide more incentive for people to visit an area. Could partner with the local businesses, associations or governments to create brochure.			
504		Parks and Forestry	We need a better link with tourism. People aren't aware of all our different facilities and recreation activities.	Need to market our hiking and biking trails, kayaking, fishing, bird watching, etc.			
505		Parks and Forestry	We need better amenities, such as horse stables, kayak rentals, boat ramps. But we need to be sure we have the staff and funds to maintain them.				
506		Parks and Forestry	Someone wanted to make a $4500 donation to the park. We needed approval up through Gov's office to accept. The process took more than 1 year, and by that time the donation was no longer available	Need to simplify the process for those wanting to make donation. Perhaps establish thresholds needing different approvals.			
507		Parks and Forestry	Parks are required to maintain roads. These are state roads, not park service roads. (People live and commute on these roads.)	Get assistance from DOT to maintain roads			
508		Parks and Forestry	We do not provide electric hookups at any of our campgrounds. There are private campgrounds surrounding State parks that do provide service. State campgrounds are empty, while private facilities are full. Some times the private camp ground is directly across the street from the State park.	Raise fees and provide electric service so we can be competitive with private facilities			
509		Parks and Forestry	Maintenance does not have adequate tools for the job. Unable to purchase proper tools. Sometimes staff bring in their own tools, but have been told that that is not allowed. Therefore, the maintenance work does not get accomplished.	Purchase needed tools or allow staff to use their own tools			
510		Parks and Forestry	We must be sure to not raise prices too high, particularly in our urban parks. The urban parks have seen an increase in visitors in the last 2 years. We need to make sure we generate revenue, but we must also be responsive to our customers' needs.				
511		Parks and Forestry		Could we move Battleship NJ to Bayonne? We could have ferries take people back and forth between the Battleship and the Intrepid			
512		Parks and Forestry	Every time there is a change in Governor or Commissioner, brochures become outdated. The brochures must be pulled and new ones issued with the correct name.	Do not put the names on the brochures. This would save money and allow full use of materials.			
513		Parks and Forestry	There is concern over the loss of funding directed to the no-net-loss program	Forestry Education could provide seedlings for the no-net-loss planting of trees.			
514		Parks and Forestry	Recreational activities/facilities are outdated. For example, people no longer want to use row boats.	If bring in new, update activities (ex, kayaks instead of rowboats), will bring in more revenue.			

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515		Parks and Forestry	We need to do selective cutting for both forest management and fire protection. Many states mark the trees they want removed and contractors come in and pay to cut and remove the wood. We are precluded from doing this.	We need to institute a program of selective cutting. We could have healthier and safer forests while generating revenue.			
516		Parks and Forestry	Every park currently receives either multiple electric bills for each electric meter in the park or a master bill that has billing for all of the meters in that park.	Look into identifying all of the Division locations for each electric company used by Division field areas and get a master bill for all field areas to be paid out of the Trenton office.			
517		Parks and Forestry	Maintenance	Each region should have mobile crews that are grouped on expertise. They would be utilized as needed by each park and scheduled by the Regional offices.			
518		Parks and Forestry	Maintenance Equipment	Large & expensive equipment should be regionalized. This would reduce individual parks expenses, for either renting or buying			
519		Parks and Forestry	Ordering supplies	Streamline purchasing and expenses by having all areas order from an approved list and what vendor to order from. This would include office, cleaning, first aid, etc.			
520		Parks and Forestry	Interpretive Specialists	Each Interpretive specialist should be assigned more than one park. This will insure that there are more programs for park patrons to enjoy. There can also be a fee for these programs for non-residents.			
521		Parks and Forestry	Currently each park has similar but different procedures for camping, bus groups, procurement etc.	There should be a procedure manual for each park office to follow.			
522		Parks and Forestry	Currently each park enters billing, revenue, seasonal payroll information into their park computers and then has to e-mail to region or e-mail/mail to Trenton. Then that information has to be re-entered	Each park should be able to enter information through an internet program to Trenton.			
523		Parks and Forestry	Lack of public info and marketing	Investment into marketing for NHR. (e.g. Phone Applications)			
524		Parks and Forestry	Not working effectively with volunteer organizations.	Volunteer organizations are actively engaged in assisting the state with interpretation, restoration and maintenance of historic sites. Recognize that their participation is an ongoing commitment (e.g. The Twin Lights Historical Society)			
525		Parks and Forestry	Need to expand the presence of the Friends groups.	Enabling them to proceed with fundraising efforts by increasing the current cap limit now mandated in Division order #33.			
526		Parks and Forestry	No fee structure for photographers on various sites.	Establish a fee structure and guidelines for professional photographers bringing wedding parties to the various sites.			
527		Parks and Forestry	Special Use Process needs to be streamlined	Special Use Process- Volunteer and friends organizations who return all profits to their accounts for the betterment of the historic site. Another words, no money leaves the site.			
528		Parks and Forestry	Need to charge tour companies and schools on a graduating scale.	Minimum for tour companies should be $100.00 and schools $50.00.			
529		Parks and Forestry	Regular visitors are not charged a fee and the donation box remains in place.	These boxes should be clear Lucite and identified as donation boxes.			
530		Parks and Forestry	No marketing for historic sites.	Need to market historic sites by working with county organizations such as Monmouth County when they host Weekend in Old Monmouth.			
531		Parks and Forestry	Each park, forest, marina, recreation area and regional office needs a checking account.	Areas should be responsible for paying their own bills and for general fiscal responsibilities. Once a monetary allotment is given, the area must function within that allotment. Superintendents should be held accountable for practicing prudent fiscal management.			

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532		Parks and Forestry	Camping Reservation process: When a camper makes a reservation at one of our parks, we give them five (5) pieces of paper to prove that they paid for a campsite.	This system needs to be streamlined.			
533		Parks and Forestry	Need Park Rangers instead of Park Police.	Restore the Park Ranger title. Park police are not needed in our parks and forests. We need rangers who should be assigned to each park to help patrons with problems, present nature programs, etc.			
534		Parks and Forestry	Existing buildings and camping facilities conditions.	Make the necessary improvements to existing buildings and camping facilities that will bring in revenue. Patrons will be more likely to frequent parks and pay increased fees if the facilities are upgraded			
535		Parks and Forestry	Park pool cars for the seasonal staff.	In the summer, instead of giving each park pool cars for the seasonal staff to use, rent golf carts (where feasible) during our peak season. These carts cost less to operate and at the end of summer, they are returned to the vendor and we do not have anymore expense			
536		Parks and Forestry	There are rarely any maintenance staff promotions.	Maintenance staffs have been constantly passed over for promotions and job title upgrades, while most other staff have been promoted and upgraded. When you increase morale, you increase productivity			
537		Parks and Forestry	General maintenance of parks/ hiring contractors	We should utilize the maintenance workforce in our parks. Instead of hiring outside contractors to maintain our buildings, construct pavilions and campgrounds, etc.			
538		Parks and Forestry	Need funding for state parks	Dedicate a scratch-off lottery ticket solely to state parks; this way the money cannot be siphoned off to other areas within the DEP			
539		Parks and Forestry	All superintendents are assigned a personal vehicle. These vehicles are taken home each night and also left at their homes when a superintendent goes on vacation or extended personal leave.	One vehicle should be assigned to each park area to be used by staff when needed. This will cut down on gas usage and vehicle repairs.			
540		Parks and Forestry	Re-locate the High Point State Park office into the Interpretive Center. The High Point office has been in need of renovation for many years, yet each year the renovation is pushed aside for more important projects in the park.	The Interpretive Center is occupied by one person, the Resource Interpretive Specialist. This consolidation would save on electricity and heating fuel.			
541		Parks and Forestry	NJ Forest is not the sole agency responsible for developing and implementing silvicultural and forestry prescriptions. There are other agencies that infringe on this when it is out of the scope of their responsibility.	NJ Forest should be the sole agency responsible.			
542		Parks and Forestry	Any monies generated from the sale of forest products should not be put into the general treasury.	Monies should be put into a revolving account for state forest land management.			
543		Parks and Forestry	The NJ Forest Service has three field regions with only two foresters assigned to each region.	This is not enough personal to conduct all of the state land activities and required private land inspections for Stewardship and Farmland Assessment.			
544		Parks and Forestry	The Brendan T. Byrne State Forest office is slated to undergo building remodeling to accommodate the Park Police.	Critical building maintenance is needed in order to provide adequate working conditions for the Park, Forest, and Forest Fire Service personnel currently working there.			
545		Parks and Forestry	Need funding.	Create a 501C3 to support existing lands and historic sites. Assist our ORFOs with projects with funding. We don't want to undermine our relationship with them. However, they are not allowed to apply for certain grant funding because they do not own our collections or buildings or lease them.			
546		Parks and Forestry	Education- Should use our state Historic sites, parks and lands in the NJ core curriculum.	NJ Students study the local history. Upgrade site facilities to accommodate students & visitors.			

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547		Parks and Forestry	The reality of Management Company outsourcing of parks facilities is that a management company is only going to be interested in a facility that generates enough income to make a profit.	If marinas are being considered for, outsourcing all aspects of maintenance and mgmt must be considered for it to be a positive experience. Most county, municipal, private marinas work on recycling budget. The funds the facility takes in not only cover salaries, daily maintenance and supplies but some funds are held and accumulated for needed major construction.			
548		Parks and Forestry	Dredging issues at Leonardo State Marina: Approx 100' to 150' past the State Marina channel in the Fed channel there is a shoal up of sand that needs to be removed. At low tide boaters can not get in or out of the Marina and its impossible to get a head boat in here at all, so we lost that income this year.	In June Joe Winniki and I met with the Army Corp (Joseph Olha and Bill Vanetrpool) in reference to this issue. If they can dredge and put it on my property we can dispose of it in our dump site.			
549		Parks and Forestry	Parks has many maintence needs or projects that it cannot fund.	Each State Park, Forest and WMA should post a list of "needs and wants" for our many benefactors and volunteers to see. Volunteers and benefactors performing work that due to financial straits would be not accomplished.			
550		Parks and Forestry	Need to generate revenue	Access to WMAs should be limited to license-buying individuals. Non-fishers and non-hunters could purchase a "non-game" license for a nominal fee that would allow them access to all WMAs for the year.			
551		Parks and Forestry	Need to generate revenue	Lease Parks for 5 year limits to Corporate Stewards/ Sponsors. This could include bike rentals, sunset cruises and nature excursions. Promotes parks and generates funds, freeing staff from the maintenance and upkeep.			
552		Parks and Forestry	In-house staff has the knowledge of what works and doesn't work at the field/office level. Interview in-house staff for any promotions vs. bringing people in from the outside.	Interview in-house staff for any promotions vs. bringing people in from the outside.			
553		Parks and Forestry	State Ethics codes has tied the hands of staff that used to be able to do great programs for the public at little to no cost, as solicitations for donations or acceptance of donations is no longer allowed. This eliminates any possibility of teaming up with private companies or corporations to work on projects that would be a benefit to the parks/historic sites and to the public.	Dealing with special situations as the arise.			
554		Parks and Forestry	There can be no direct communication with managers without following the "chain-of-command."	Allow for direct communication. Situations can be addressed and handled more expediently.			
555		Parks and Forestry	Privatization of Parks. One size does not fit all.	Clean house the with existing leases and concessions. Create Department which oversees only awarding/running of awarded leases and concessions.			
556		Parks and Forestry	Restoration of buildings.	If a plan is not in effect to use the building, do not waste the funds.			
557		Parks and Forestry	State Parks needs an easy, direct link under the Dept of State and/or Division of Travel and Tourism websites. Seems as if T&T promotes mainly private attractions. The only State Park specifically identified as such on the Regions Map is High Point State Park; otherwise, one would have to click on individual towns and read about State Parks IF they happen to be listed. Perhaps add a "Regions" map to the DEP Parks' webpage....rather than just the long list of all the parks.	Work with Tourism and revise website. Promotes parks and generates funds.			

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558		Parks and Forestry	Grass is not native to the western hemisphere and the DEP probably spends tens of thousands of dollars yearly cutting it, whacking, edging; blowing; fertilizing and treating it. If fertilizers are used they are contributing to the destruction of Barnegat Bay and other waters	Let all grassy areas revert to weeds and grub-cut them as needed for fire concerns. The fortune spent on grass could be better used to protect the environment.			
559		Parks and Forestry	Other agencies infringed on the Forest Service's ability to develop and implement its cultural and forestry decisions.	NJ Forest should be the sole agency responsible for developing and implementing its cultural and forestry prescriptions.			
560		Parks and Forestry	We received federal grants to purchase equipment, yet we cannot get State approval to use the funds.	There should not be state agency intervention when federal dollars are used to purchase equipment.			
561		Parks and Forestry	Revenue generation	Moneys generated by Forestry should be returned to Forestry instead of Treasury's general fund			
562		Parks and Forestry	Staff has not been able to attend training to maintain license or ability to use certain equipment	Need to have the ability to attend job related professional training opportunities for maintaining licenses and improving professional knowledge.			
563		Parks and Forestry	The process to check on an object for loan or a conservation status is inefficient.	If we received the web-hosting, our collection material could be searched by staff and possibly public researchers. Office of Historic Sites could check on an object for a loan or a conservation status without leaving the office. Data bases would have a remote backup.			
564		Parks and Forestry	I feel that we have done a great job to keep sustainable monies coming into our Department and feel it is unfair to take from our Forestry Accounts to pay Parks.	They easily could establish their own license plate to establish sustainable monies. If they don't establish sustainable funding then each year they will continue to "borrow from Paul to pay Peter". I feel it is extremely important that DEP use funding sources like No Net Loss and The Treasure Our Trees License Plate accounts for their intended purposes of reforestation and implementing forestry goals and objectives throughout the State.			
565		Parks and Forestry	Revenue Generation	Increase fees for Non-Residents in all categories. Change camping cancellation policy from a flat $40 a night to a 50% of the amount paid. Double fees when there is high demand and low supply. Install off season weekend toll booths for non-residents or residents where there is a heavy day use.			
566		Parks and Forestry	The National Park Service and parks in other states such as Ohio operate a model where lodging, restaurant and retail establishments are run by outside contractors, while still maintaining government staff that handle the natural and historic aspects.	We should adapt this model to New Jersey.			
567		Parks and Forestry / Concessions and Leases	So much money has been lost over the years that could have been collected. Understanding that the mismanagement and abuses of the past could lead to privatization of public land today is maddening to say the least! So can the state really help solve our fiscal problems by taking on more (and presumably more complicated) leases when the ones they have attempted to handle in parks for the past 20-30 years have been an abysmal failure?	Clean house first before attempting to add to the existing leasing problems. In There is a need to create a real department that does nothing but deal with leasing/concessions. This department should be staffed with individuals properly experienced and schooled to handle legal (and law enforcement) issues. They should have the power of eviction when tenants don't pay rent or live up to the contracts they've signed. For too long the system has gone under managed and unaccountable.			

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568		Parks and Forestry / Concessions and Leases	One size does not fit all." In particular consider properties that have historic value. In many cases these properties can be leased and managed by many of our friends organizations. Many parks have several unoccupied structures that such groups are willing to take under their wing. Recently however, it has become difficult for them to enter into workable leasing arrangements	Consider some type of tiered or scaled system. Many of these groups are non-profits and do not seek to make money off the occupancy of these unused buildings. In fact, they want to partner with parks to help save or restore the sites. These unique properties should not be viewed as untapped money sources for the state and should not necessarily be leased-out at "fair market rate." Bear in mind that the groups offer to occupy, maintain, and provide public programming at these sites. In order to do so, they should not be barred from subleasing portions of the site in order to help raise funds that are then funneled back into the maintenance of the property.				
569		Parks and Forestry / F&W	Is it fiscally responsible to allow employees to have their own state purchased vehicles (and usually these are employees who pull in the higher salaries and presumably can better afford gas and maintenance costs)? This seems to be an unnecessary privilege. There are many of us in the field that are required to travel to other areas or state sites for various reasons. Most end up using their own vehicles to do so.	Managers should not be assigned their own vehicles but instead sign them out when needed along with all other employees. Make the vehicles available to any/all on an "as need" basis. Granted, some managers and other employees will require transportation more often than others but that doesn't justify the privilege of having one on permanent assignment. This may help us assess and reduce the overall DEP fleet and perhaps get a handle on maintenance and fuel costs.				
570		Parks and Forestry / General Services	No current solar use for lighting.	Use solar for lights in parking lots/ pavilions or possibly paths. Are there new buildings where solar could be used to help with electric costs? Could solar panels work for flags needing to be illuminated at night?				
571		Parks and Forestry / General Services	We have an opportunity to reduce costs and bring in revenue with solar panels.	Cover shale pits and boathouses with solar panels. Can sell excess back to the grid. Also demonstrates and encourages the use of green energy to the public.				
572		Parks and Forestry / General Services	Let's make sure to maintain our field offices and related park structures (including state run historic sites), upgrade where needed and see to many of the lingering maintenance needs.	Spending smaller bits of money now to upgrade aged HVAC systems, paint peeling and unprotected exteriors and addressing a host of lingering maintenance projects makes more sense than waiting for the costly and inevitable emergencies that will occur down the road. It will be better in the long-run for the department and is what the tax paying public expects and deserves				
573		Parks and Forestry / OIRM	The Regional Superintendents spend an awful lot of time in Trenton for meetings.	They should instead do teleconferencing from the Regional Offices and save some travel time. This would also allow them time in the Regions of which they are in charge and therefore have better contact with the staff and parks that they supervise.				
574		Parks and Forestry / OIRM	Trenton office has not been able to purchase computer virus and security software for field office computers.	Field offices need to be able to purchase computer virus and security software.				
575		Parks and Forestry / Pinelands	Forestry is considered a "development" by the Pinelands Commission. Therefore, activities deemed necessary by NHR may be delayed or prevented.	Need a change in definition. This may require a legislative change.				
576		Parks and Forestry / Pinelands	Pinelands does not always accept results of internal NHRG review. Pinelands should not have to review state land activities since they go through an internal NHRG review process with a public comment period.	Forestry should be removed from the development review process by the Pinelands Commission and be placed in its own section in the Pinelands CMP.				

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577		Parks and Forestry / Procurement	Hiring the low bid contractor does not necessarily save any money.	Hire the contractor most qualified to do the job correctly the first time.			
578		Parks and Forestry/ Procurement	Field offices don't have a P-card or credit card for needed purchases.	Field offices should be given a P-card or credit card that can be used at all NJ state and local businesses. There should not be restrictions on what types of items that could be purchased. Internet and local business sale items should be allowed.			
579		PCER	Companies that want to expand or relocate should not have to guess where the best site is.	DEP should select some priority sites for redevelopment and assess and quantify the cleanup, water, and LU issues and limitations and jurisdictions on the site so when a company comes looking for a site, there is a set of known issues for them to consider, rather than unknowns.			
580		PCER	lack of buy-in /ownership by programs of the value/purpose of environmental planning (EO 215/NEPA) processes and subsequent lack of thorough and timely response to project review requests; people do not conduct thorough or timely reviews of environmental planning documents	1) education by PCER on merits/process, and 2) reinforcement by chain of command of importance; recognition that these are worthwhile tasks			
581		PCER	lack of Dept opportunity for very preliminary pre-permitting 'concept' project review of ideas for feasibility	PCER to develop/staff a proces for early project concept review/early 'no' or 'worth a try'			
582		PCER	lack of efficiency and effectiveness in tracking matters being distributed by PCER for program review	migrate to NJEMS			
583		PCER	PCER data bases containing historical references to files and planning project are out of date and on obsolete platforms	databasses need to be consolidated and put on the web for easy access by all			
584		PCER	need to automate receipt and distribution of NEPA and Permt Readiness (PRC) documents including shape files for ENSP and lot and block for Green Acres	receive electronically via email or on disc or be directed to a posting of the EA or PRC; migrate to NJEMS and RSP Process			
585		PCER	PCER web sites are obsolete, hard to find, and do not contain best information	Review web sites with Rich Hyjack group and modify as appropriate			
586		PCER	PCER staff physically separated from mgmt	Staff move to 7th floor			
587		PCER	PCER does not receive all EO 215 and NEPA Department reviews to process	training/educating programs			
588		PCER	Inability/uncertainty of PCER to control permit review priority of NEPA or EO 215 projects when they leave the planning process and go to permitting	Recognize PCER authority to influence project priority for projects that have gone through the NEPA or EO 215 process			
589		PCER	the amount of money spent on a project that requires an entity to do an EO 215 Review is too low, too many small projects trigger the expensive process	raise the trigger values for EO 215 from $1M to $ 5M			
590		PCER	The exemptions from the Environmental Planning Process in the 1992 DEP/DOT MOA may need to be expanded	Perform a review, with DOT and TPK of the existing exemptions to verify and confirm their current value			
591		PCER	Lack of feedback on how PCER can improve customer service	PCER must engage in continual improvement process			
592		PCER	lack of clarity, obsolete information in in-house guidance docs and instructions for completing EO 215 and NEPA reviews for DEP programs	update/clarify guidance doc for DEP program's participation in EO 215/NEPA			

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593		PCER	PCER responds to routince review requests for environmental reviews from Statehouse Commission, HUD, Schools Admin, etc. in which many of the reviews do not provide enough information to do a meaningful review; PCER responses are always the same - 'project appears ok but please obtain any requried DEP permits prior to conducting regulated activities.'	PCER will discuss with each sponsoring entity and meet their need with a permanent letter on file or some other efficient way			
594		PCER	Was inappropriately requiring EO 215 reviews for public colleges and universities	By policy, apply plain language of EO 215 and exempt public colleges, universities from EO 215 environmental pre-planning process			
595		PCER	lack of buy-in /ownership by programs of the value/purpose of pre-application /Permit Readintess processes and subsequent lack of thorough and timely response to project review requests; people do not conduct thorough or timely reviews of environmental planning documents	1) education by PCER on merits/process, and 2) reinforcement by chain of command of importance; recognition that these are worthwhile tasks			
596		PCER	PCER inability to manage Permit Coordination project conflicts	Elevate PCER authority to resolve conflicts across program lines in the Permit Coord Process			
597		PCER	update, streamline Permit Readiness Checklist to make it more relevant and more user friendly	Review PRC with programs to ensure modifications are accurate			
598		PCER	Lack of authority to follow up on projects that have gone through Permit Coordination process lose priority when they get to permitting	Elevate PCER authority to influence project priority for projects that have gone through the Permit Coord Process			
599		PCER	Lack of feedback on how PCER can improve customer service	PCER must engage in continual improvement process			
600		PCER	PCER is not involved in all multi media projects where we could add value; multi media projects start down a path with a single program and then need permit coordination services later	insure PCER is involved in all appropriate early meetings on projects that may become permit coordination projectstrain/educate programs; request at least part of the PRC for all multi media projects PRC manages			
601		PCER	lack of clarity, obsolete information in PCER guidance doc for Permit Coordination Process for DEP program's use including updated on-line links	update/clarify guidance doc for DEP program's participation in EO 215/NEPA			
602		PCER	program reps schedule conflicts when scheduling Pre-app meetings; complain PCER schedules meetings arbitrarily and creates scheduling conflicts	need to schedule meetings using the busy search and appointment feature of GroupWise			
603		PCER	prior to rules changing or adoption of a broadly applicable waiver provision, some programs are not boldly pursuing 'greater good' projects which on balance are environmentally beneficial but may cause a minor compromise of rules or a review of former policy and/or application of rules; results based mgmt; failure to see the 'big picture'; failure to recognize that the Commissioner has our backs	Program managers must be able to take risks to move beneficial projects forward with minimal process; once a project is deemed beneficial and rule compromise will not cause environmental harm, PCER needs to have authority to direct program to proceed. Need path for PCER to resolve differences with programs			
604		PCER	Projects die because they have one or more overarching policy or rule application questions to resolve for the project to move forward. Until these are resolved, project will not move forward	PCER needs a process to allow upper mgmt to come to a 'quick and focused' determination on how the project will be reviewed. PCER needs to oversee this process with the overall benefits of the project in mind and PCER needs a process for in-house determination if PCER does not agree with program's application of the rules			

Suggestions Received from DEP Employees
Version 1 - October 14, 2010

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605		PCER	Projects incur unnecessary costs and delays as Dept processes do not line up or allow for concurrent reviews.	Authority of PCER to require programs to consolidate or reconcile duplicative or overlapping or inefficient processes or provide informalconcurrent reviews of major beneficial projects if necessary until rules are modified. PCER should be able to determine how a large multimedia project will be managed among several different rule applications. PCER needs a process for in-house determination if PCER does not agree with program's application of the rules or process			
606		PCER	Projects go through permit coordination process but get lost in permitting schedule and project permits do not meet expected timelines	lack of ability to prioritize projects for permit review after Permit Coordination process. Not all projects that go through permit readiness process are priorities. PCER will work with programs to determine priority of each project during the PRC process; programs stick to commitments made. PCER/programs manage expectations.			
607		PCER	80% of conflicts and issues (timing and rules) identified during Pre-application process are Land Use Regulation related.	transfer 20-30 people into LUR until epermitting and rule revisions allow more streamlined process			
608		PCER	DOT or other Federal or State funded (mostly transportation) projects go through alternatives review twice for LU Freshwater wetlands permits, once through the environmental planning process, then again when the project comes in for LU permits. This is redundant, costly and time consuming to applicants, redundant review by the Department.	Applicants must make appropriate alternative analysis and Department must review envir planning proposal so as to satisfy the Department rules requiring that FWW IP applications provide for an alternatives review.			
609		PCER	PCER hosting inefficient or ineffective meetings	PCER needs to plan and execute meetings that do not waste programs' time			
610		PCER/ Economic Growth	A facility can request a pre-application meeting with the Department. Currently these are held infrequently and may, but usually do not, include Compliance & Enforcement, and furthermore are held only if specifically requested by the regulated entity	Encourage pre-application meetings to foster communications and allow the affected facility to understand the requirements and implications of specific permit conditions and requirements.			
611		Pesticide	Need a Pesticide Program	The effect of this program would be to reduce the amount of pesticide regulations for our regulated community; reduce the enforcement demands on the Department; remove an unfunded mandate; and generally bring New Jersey's pesticide regulations more in line with current federal pesticide requirements.			
612		Pesticides	Pesticides are one of the few areas regulated by the NJDEP where the average citizen has access to the same hazardous materials as the professionals. The Pesticide Control Program regulates all pesticide use yet focuses almost exclusively on licensed professional applicators.	Changes need to be made in the PCP. Including, more direct access and information available to citizens.			
613		Procurement	The paperwork Treasury requires and the difficulty that it brings when trying to purchase items over $500.	It would be very useful if these forms could be submitted to Treasury electronically and if a database could be developed to keep track of these forms. If a vendor fills the paperwork at one department they wouldn't have to redo it if dealing with another department.			
614		Procurement	Submission of purchase orders for outside vendors- filling out the purchase order by hand is time-consuming.	The purchase order form would be available electronically. The purchaser would enter the necessary info and email the form to the buyer			
615		Procurement	Staples contract has expired.	We can purchase via the Delegated Purchasing Authority. All other rules apply to purchasing: quotes required for over $500, valid vendor registration, etc.			

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616		Procurement	In many cases the local supply stores are more convenient than and just as inexpensive to use as a contract vendor located at the other end of the state. This also supports the local/regional economy.	Work with the legislature to change some of the purchasing regulations.			
617		Procurement	The prevailing wage requirement for vendors working for the State limits our available to get services.	Work with the legislature to eliminate the wage requirement. Or, work with the legislature to change the $2000 threshold for these state jobs and move it up to the $15000 threshold currently used by municipalities.			
618		Procurement	The process to develop a useable vendor should not differ from Department to Department. The paperwork required by the DEP to do business is different from that required by Corrections, or that required by Community Affairs. Even worse, if a vendor is cleared to do business with the Dept. of Corrections, why can't they do business with any another Department? Why do we required them to resubmit paperwork?	Eliminate the redundancy of Division employees collecting vendor information that is already on file with the Dept. of Treasury.			
619		Procurement	Contract Vendors: some are over priced compared to local vendors.	We should have the option to go to the lowest price, contract or not.			
620		Procurement	Updating treasury paperwork every year	Their paperwork should be good at least 5 years.			
621		Procurement	Appropriate managers do not have use of credit cards for necessary purchases.	Appropriate managers (Bureau Chief?) should be able to use credit cards for purchases under $2000 or thereabouts. Numerous public agencies have gone to this method of purchasing to avoid the lengthy and wasteful process of bidding, invoicing and purchase orders.			
622		Procurement	The programs waste money using state contractors, when the same service can be provided at a much reduced rate. We sometimes end up paying 4 to 5 times the cost.	We should not have to use State contractor vendor services when the same service is available locally for less cost			
623		Procurement	Vendors under the State Motor Vehicle Repair Contract are authorized to supply only some services Locations are mostly not convenient for most field areas. May need to take a vehicle to numerous places for a full repair. May also have to drop off a vehicle for an entire day for an oil change. This wastes time and makes vehicle unavailable.	Should be able to take a vehicle locally. For example, Jiffy Lube and Express Lubes are everywhere, are fast and you don't have to leave the vehicles. They are also usually cheaper than State contract.			
624		Procurement	There is a state contract with Grainger Inc. Grainger is a supplier of industrial products with a paper catalog of over 4,000 pages. Under the state contract there are 11 line items. We recently submitted a blanket order request for unspecified materials in the safety and security category. This request was denied because we did not specify individual items like safety glasses, gloves, and hard hats.	Rather than locking ourselves into buying things that we don't eed, we would prefer to buy as needed so as to not waste our meager resources.			
625		Procurement	Many garages have lost the contract for maintenance of vehicles. There is only 1 garage and it's located in Vineland. All vehicles in south Jersey must use this facility. This is costly in terms of lost time and gas.	Allow vehicles to use local garages			
626		Procurement	Cannot purchase anything on internet using the P-Card. Could purchase a bulb on-line for $120, but cost $400 through contract	Allow internet purchases to be made			
627		Procurement	Small companies do not want to deal with the "pay-to-play" paperwork. The legislation was geared to large bids and companies, not small field operations	Revise rules or legislation			

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628		Procurement	We received a grant from a manufacturer and an off contract purchase that would have enabled the purchase of playground equipment at a savings of over $5,000 off the contract price. The purchase request was denied and the park still has no playground equipment.				
629		Procurement	Have a 1984 dump truck that cannot get approval to turn in. Have the opportunity to purchase a new truck with fed funds, but because it does not have enough miles, can't get authorization. We cannot even buy parts any longer.	If have federal funds to make a purchase, should be allowed to do so.			
630		Procurement	Purchasing Procedures	Allow Managers to purchase items under $2,000 without all levels of bidding, invoicing and purchase orders.			
631		Procurement	The purchase order form is on the computer now, but we have to fill it out, print it, get it signed, copy it and then send it in the regular mail with the original receipt to Trenton to have it processed and paid	Scan the receipt into the computer and then email it to Trenton. This would save the cost of postage, and cut days off of the time it takes to get vendors paid.			
632		Procurement	Treasury controls of all 20 Series funds. Multiple approvals were needed to make a purchase in this series unless a blanket order had already been approved. The emergency lights and exit light in every public building are required to be operational per the NJ Fire Code. These lights are checked monthly for operation. When the backup battery fails, it is prudent to replace the battery for about $10. A peer of mine tried to get approval to replace one of these batteries and was denied. Instead he used 40 Series funds to buy a new emergency light fixture at a cost of $140.				
633		Procurement	It is very labor intensive to search the term contracts on the Treasury website.	Is there any way that hyperlinks can be installed that will bring you to a specific vendor rather than scrolling through hundreds of pages in an effort to find what's needed?			
634		Procurement	Purchasing requires significant time from all staff that need to process the paperwork and several levels of review and approval.	Make small purchases easier to complete. Purchase orders can be processed completely online without a hard copy paperwork trailing through layers of review using the EMACS			
635		Procurement / General Services	Purchases from DEP Supply Room- the current procedure entails three steps, each requiring the expenditure of a certain amount of time.	Solution 1: Purchase form would be available electronically. The purchaser would fill out form and email it to the supply room. Solution 2: All items with order numbers available from the supply room would be entered in a database as a catalog (mark the items to be purchased).			
636		Procurement / General Services	Tighter Controls on Supplies Ordered by Programs in DEP.	Senior Management support needed. Automated inventory system is close to pilot release. Need to prohibit direct order made by program areas that circumvent department's SOP. General Services began to closely monitor and question validity of orders last fiscal year and found a reduction of $15,000+ compared to prior year expenditures. Programs are still getting around this check point. Need to work with Financial Management and AC areas to tighten controls on spending			

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637		Procurement / HR/ NHR	We are limited to when we can replace equipment. Equipment, either because of its age or use, reaches the point where it is no longer safe to use, or results in too much lost time and excessive costs for repairs.	We should look at injury and accident rate versus the age of the equipment.			
638		Procurement/ General Services	Printing Process- Once the material is approved and sent to treasury for printing, they don't act on it right away	Require Treasury to send materials out for bid as soon as they are received.			
639		Procurement/ OIRM	It is very labor intensive to search the term contracts on the Treasury website.	Is there any way that hyperlinks can be installed that will bring you to a specific vendor rather than scrolling through hundreds of pages in an effort to find what's needed?			
640		Procurement/ Treasury	At present we are limited to 3- $500 purchase per day. If I can voucher more than $500 with a contract vendor, why can't I make a purchase over $500 with a contract vendor also?	Expand P-Card use.			
641		Quality Assurance	Various programs in the department have responsibility for sampling and field testing. This provides the opportunity for the quality of analytical data to not be consistent throughout the department.	Most effective data could be obtained by consolidating these activities in one sampling/testing group. Department would standardize its techniques and improve the quality of analytical data it collects.			
642		Release Prevention	AO has not provided any useful results for the Department. Takes time away from completing core mission activities.	Repeal AO 2005-05 (employee participation for TCPA); also same AO for DPCC			
643		Release Prevention	For small DPCC regulated facilities (e.g. closed-container warehouse operations), it is necessary to balance the rules and provide some flexibility, considering the potential impacts and cost-benefit analyses from such facilities.	Do something similar to EPA's Qualified Facility approach for small facilities			
644		Release Prevention	It is counter to Executive Order # 21 with respect to keeping certain information confidential in order to protect the public's safety and welfare by not disclosing information that could be used to increase the risk or consequences of a terrorist attack. Also, the preparation for reading room visits takes time away from completing core mission activities.	Repeal the Reading Room			
645		Release Prevention	RMP*Submit software will become dysfunctional. EPA has recently implemented a web based system. This caused the burden to the regulated community to double because they have to continue using the CD based RMP submit software for NJ and the web based system for EPA. The annual reports are received via hard copy and have to be entered manually into FACITS, very resource intensive	Online submittals for RMPs and annual reports to increase efficiency of reviews by reducing handling of hardcopy files. The online RMP submit must be compatible with EPA web based system to reduce the burden on the regulated community. Online RMPs and Annual reports will allow resources to switch from data entry to developing and tracking environmentally meaningful metrics.			
646		Release Prevention	Current TCPA registrants, in general, have a high level of compliance. Facilities that are subject to TCPA but that have not registered with DEP present greater catastrophic chemical accident risk.	Shift resources to identify and inspect facilities that are potentially subject to TCPA and inspect registered facilities that have well developed risk management programs less frequently.			
647		Release Prevention	Rules and regulated facilities require knowledge and experience in the ever evolving field of chemical process safety and spill prevention technology. Training is needed for effective program implementation	Provide technical training to staff to keep them up to date in the developing field of chemical process safety, and spill prevention technology.			

All comments will be considered, but not all comments may be implemented.

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648		Release Prevention	Bureau is focused on getting to all facilities each year. Too many complex facility audits scheduled each year requiring extensive time from CSE for audit and write up of findings. In all cases non-lead CSE receiving no credit for time spent during audit and extensive write-up after complex facility inspection. Individual CSEs must then, in some cases, rush though individually assigned annual list of less complex facilities to meet audit quota for year. Also, audits of complex facilities streamlined in order to get to all facilities each year. Prioritize focus on those facilities which seem to be doing the minimum to insure safety of process.	Streamline annual audits, prioritize which ones get inspected			
649		Release Prevention	The annual TCPA fees place an economic burden on facilities.	Eliminate TCPA annual fees and fund the program out of general funds			
650		Release Prevention	Some of DPCC plan renewals are backlogged.	Field Inspectors can be used to review backlogged plans			
651		Release Prevention / C&E	Some violations that are currently specified as major violations can be considered minor because non-compliance do not present a significant environmental risk.	Review and revise minor/non-minor violation designations and provide more enforcement discretion			
652		Release Prevention / C&E	When a facility becomes subject to new requirements they need a period of adjustment and compliance assistance to achieve compliance with the rules. Having a formal procedure for compliance assistance will allow facilities to communicate openly without fear of penalties, will provide a consistent method for providing compliance assistance that would lead to improved compliance.	Apply the concent agreement procedure used in TCPA to DPHS. When a facility becomes subject to the rules for the first time or when they become subject to new requirements the facility is initially audited to determine non compliant issues and they are included in a concent agreement with no penalties. This provides compliance assistance to the company to adjust into the new requirements. Subsequently the facility will be subject to regular inspections.			
653		Release Prevention / C&E / Stormwater/ HW	We often times find ourselves at cross-purposes with other programs within the DEP. Because of our wide-ranging regulations, we overlap with many other sets of regulations. For example, we require that facilities check rainwater captured in secondary containment for hazardous substances before it is released. This same process is usually covered by stormwater permitting. However, where stormwater permitting may have identified visual inspection as sufficient, we do not deem that appropriate for miscible-in-water hazardous substances. Thus, we have one program in DEP telling the facility something is sufficient and another telling them it is not. This also occurs with hazardous waste permitting (for tanks and drums containing hazardous waste) and site remediation (e.g. we want them to build a containment structure and they want to deal with contamination prior to building). These are only some of the areas where better dialogue between the DPHS program and other programs within the DEP could help prevent conflicting information and requirements begin applied to a facility.	Have clearer and more periodic communication with other programs within the DEP that overlap with ours			

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654		Release Prevention / OIRM	Discharge Confirmation Reports (DCR) are not currently being reviewed. DCRs and TCPA Extraordinarily Hazardous Substances (EHS) release reports contain valuable information that can be used to measure the success, or lack thereof, of regulatory application for both the TCPA and DPHS programs. On-line submittals in a standard format could simplify the process for the regulated community, increase the number of correctly and completely prepared reports, reduce the number of reports misdirected to other programs, and increase the ease of review by program staff.	DCRs and EHS release reports would be a good metric and should be reviewed - an online submittal would be helpful.			
655		Release Prevention / OIRM	TCPA fees invoices are issued to the registrants by the treasury. As compared to issuing invoices for penalties using the NJEMS assessments this is a more cumbersome and time consuming procedure.	Use NJEMS Assessments to issue TCPA fees invoices.			
656		Right to Know	RTK data is used to target facilities for threshold quantity/applicability inspections. The wide RTK inventory ranges make it difficult to determine potential subject facilities.	Change RTK ranges to actual capacity numbers			
657		Rules	Too often we and the regulated community get bogged down with process rule compliance issues because the rules define the acceptability of an outcome by compliance with a process. At times, an outcome cannot be reached due to compliance with process-rules or a perfectly good outcome cannot be deemed acceptable because a process-rule was not followed.	When writing regulations, either for implementing new laws or for fixing existing ones, the regulations need to be written with more of a focus on specifying the parameters which define a goal or preferred outcome rather than on specifying the parameters or process for getting there			
658		Rules	Proposed rule amendments on significant requirements have been made without obtaining input from the regulated community and other interested parties.	Have an upfront stakeholder process for all rule actions			
659		Rules	When the stakeholder process is held during rulemaking information exchange is limited. If the technical issues are investigated prior to initiating rulemaking the format of the stakeholder process and the information exchange can be more free flowing. This would lead to more complete, technically well founded information.	Use the stakeholder process outside of rulemaking to cover issues of interest and generate white papers or other reports that may be used for regulation development in the future.			
660		SRP	Not every case needs everything in the Tech Rules. Some Managers and Case Managers use the Tech Rule in the wrong way to hold a case or site hostage and not get an NFA until every last thing is done under the Rule. This is not good management.	One major tech rule change- "The Department Commissioner and/or his/her designee reserves the right to determine if less then the "Minimum" requirements(s) of the Tech Rule regulation(s) may be appropriate for a site based on a review of a site, on a case by case basis." We need the flexibility written into the Tech Rule which will allow from the case manager on upwards to the managers to be flexible in their view of what we will really need to get a case closed.			
661		SRP	We created a spreadsheet which will for the first time capture the work that consultants do in an electronic, GIS compatible format. The first version of this spreadsheet had some shortcomings which were pointed out by consultants.	We want to make some incremental changes to that spreadsheet to improve the product we receive, saving time and money for everybody. But incremental changes to the spreadsheets are apparently a difficulty for some consultants. We should have the courage to tell consultants that we are sorry that the forms have changes, but they changed for the better			

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662		SRP	Need to change the way we handle substantial modification permits over in the Initial Notice section of SRP. Severely low staffing levels cause these permits to take a month or two to be approved.	We've recently started allowing facilities to take deliveries if they keep to a schedule in a signed contract with a contractor, but this could be sped up more by both training more than just one or two people to review these permit applications, and moving towards e-filing.			
663		SRP	LSRPs will on occasion require technical advice or compliance assistance with decision making, particularly when they find the need to exercise Best Professional Judgment in addition to questions regarding permits of varying kinds.	Along these lines, DEP/SRP can offer a type of "TECHNICAL ADVISORY SERVICE" (for a fee or via direct oversight billing) available for the LSRP (and a REGULATORY ADVISORY SERVICE for SRP & other DEP permits) to meet with DEP and discuss issues, problems, concerns or technical matters and to develop viable solutions within the regulatory framework, expanding Compliance Assistance into a more formal, track-able service			
664		SRP	Develop an **on-line registration system** (similar to the OPRA request process) to request a Technical Advisory or Permit Advisory meeting where one may submit a request for a meeting date, time, location and the type of DEP/SRP staff needed.	the LSRP can check off what type of assistance they need and if they require the expertise of a geologist, technical coordinator, land use or eco expert, etc. The assistance provided does not have to be limited to SRP staff and may involve other areas of the Department, especially for permits. The LSRP can present their dilemma or proposal and receive valuable feed back to ensure that the final RAO will hold. The tracking system can also provide a "measure" – how many meetings, what for, etc…and would supply data for possible regulatory changes and/or training needs 4. LSRPs will be limited to the number and type of meetings on any one issue or case to limit reliance on DEP/SRP oversight/approval. The data generated from the meetings can be used to update guidance or regulation as may be needed, develop FAQs or to develop professional development courses with the LSRP Board, if applicable			
665		SRP		Work with the new LSRP Board to develop professional development and required training courses			
666		SRP	Need to review and manually produce NOV for non or late submittal of biennial certifications.	Should automate using NJEMS nightly cycle to generate letter and/or NOV.			
667		SRP	We need to determine how we prevent "mom and pop" facilities from walking away from a remediation. If they do, the site will go to the publicly funded program. In all probability, the site will rank low and not be remediated.	Need to begin to treat sites differently.			
668		SRP	Although we will assist the regulated community and the LSRP for now, at some point they should become fully responsible for their actions. The Tech regs have been in effect for 17 years and many consultants still do not know how to comply with them.	It is imperative that the audit process be fully utilized and supported by the management of the DEP and by the legislature. We need a strong auditing program so that we can identify the problems and issues so they aren't always pointed out to us during an OPRA review by a third party.			
669		SRP	Publicly funded site remediation is split between two elements: most of the Publicly Funded SRP units are with Ed Putnam under the Publicly Funded Site Remediation Element. The Publicly Funded Operations and Maintenance Section is located with Wayne Howitz' Remedial Management & Operation Element's Bureau of Operations Maintenance and Monitoring. The large majority of the O&M Section's work is Publicly Funded O&M, the units it works with most are in Ed Putnam's Element	It makes organizational and practical sense to return Publicly Funded O&M to the Publicly Funded Element. The Deed Notice Inspection Program, nearly 100% responsible party oversight, should be taken out of the O&M Section and can remain in BOMM, with the rest of the institutional control oversight activities.			

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670		SRP	The LSRP program and the placing of the regulatory community on tight schedules which they may not be able to afford may result in a total disregard of the requirements.				
671		SRP	I agree that field offices in at least 3 regions should be utilized. Northern, Central, and Southern.	An individual or a few individuals from Case Assignment and Initial Notice should be in each regional office in order to process cases from that region. This way cases for each region can be directly mailed to those field offices from the LSRP's.			
672		SRP	Our Bureau, BSFO sends an exorbitant amount of mail to county and local health departments.	This information is available on NJEMS we should just e-mail it to them or have a way to notify them to check NJEMS since I believe they have access to NJEMS. It would save paper and postage			
673		SRP	The LSRP program and the placing of the regulatory community on tight schedules which they may not be able to afford may result in a total disregard of the requirements.				
674		SRP	Field offices in at least 3 regions should be utilized: Northern, Central, and Southern.	An individual or a few individuals from Case Assignment and Initial Notice should be in each regional office in order to process cases from that region. This way cases for each region can be directly mailed to those field offices from the LSRP's.			
675		SRP	DEP staff must resist the temptation to guide LSRPs in judgment and decision making.	A hands off attitude must be integrated into the business culture. The successful implementation of LSRP is dependent on practitioners learning what to do and becoming confident in their work.			
676		SRP / Climate	We have many programs within the DEP that do similar work and there is overlap.	Find programs that do similar, perhaps overlapping work. Example: quality assurance functions are in lab cert, SRP & air. Exchange 1 or 2 experienced respected FTE staff for a year. Become effective in similar program sufficient to help identify overlaps, redundancies & affiances to be gained from cooperating and/or combining.			
677		SRP / Climate	Currently when a reportable discharge occurs at a facility that has a DPCC plan the owner/operator is required to submit a plan for how they dealt with/will deal with the discharge. Resource limitations currently prevent Department review of those reports.	Suggest that when a reportable discharge occurs at a facility that has a DPCC plan the facility owner/operator should be required to comply with N.J.A.C. 7:26C-2.4, including hiring a LSRP & meeting regulatory/mandatory timeframes. This would assure remediation is completed in accordance with SRP's tech rule and guidance, assure consultants hired to address the discharge are qualified to do so, and insert some degree of Department oversight through our document inspection/review process.			
678		SRP/ Customer Service	In order to provide customer service, it is important to have presence and accessibility	Currently SRP has a field office in Cedar Knolls and Trenton. The creation of an additional regional office in Camden where the current Southern Enforcement field office is located would provide SRP accessibility for that region of the State			
679		T&E	Having to go to three different agencies for threatened and endangered species slows down activity development and the internal review process	There needs to be a common integrated database for all threatened and endangered species of New Jersey.			
680		Vechicles/ Offices	It does not make sense for someone to travel 70 or 80 miles to come into Trenton in order to get a vehicle or a file, to drive back 60 miles in the direction they just came from, then drive back to Trenton to drop off the vehicle or file.	The Department should move toward the utilization of more field offices.			

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681		Vehicles	Our program has many State vehicles positioned throughout the State, some at employees homes to serve as field vehicles for staff who reside in that area. These cars must be signed out in advance in Trenton. Many of these vehicles are only being used for field purposes 1 or 2 times a week. However, if the vehicle is not signed out, the employee who oversees the State car will use it to commute back and forth to Trenton as a commuter vehicle. I believe this act wastes State fuel and provides additional wear and tear on these vehicles, requiring additional maintenance and earlier replacement, all at the cost of the DEP.	I would like to suggest that employees be prohibited to use State vehicles for commuting purposes to Trenton. Prohibiting DEP workers from using State vehicle to commute to Trenton and back will save money now and in the future.			
682		Vehicles/ HR	State Vehicles being assigned to managers	Make everyone use a pool vehicle on a as needed basis, which in turn saves money.			
683		Water	Potential Effects of Hydro Fracking in Pennsylvania and New York on Delaware River water quality and NJ air quality.	Given the frenetic rate at which this resource is being pursued, study of the potential impacts should be of highest priority.			
684		Water	There should be one Water Monitoring and Standards data system, currently there are two. Both require money and resources to manage and neither work the way they were designed too.	We could spend the money to merge both systems into one. This would mean, we would need to maintain only one system, we would need to train the public and staff on one system instead of 2 and we would only need administrator one system.			
685		Water	Currently, the NJDEP fully assesses only 19% of our States water resources. A PDA for their data collection would allow for us to visit more sites on an annual basis. This would allow the field workers to monitor more sites and without wasting their time entering data into a data system.	All water monitoring field staff should be assigned PDA's for their data collection in the field. The initial investment would be an expense at first, but the savings would add up quickly. Field workers could enter their results from the field into the PDA, which could automatically send the data to the data system.			
686		Water	No current support for the NJ volunteer monitoring community. In 2008, the volunteer monitoring community provided the NJDEP with over 1.15 million dollars in water monitoring data for DEP use.	If the NJ volunteer monitoring program had more staff resources, we would be able to train more residents to collect data in the bays, ocean and lakes. We would be cultivating environmental stewards while collecting high quality data. The volunteer monitoring program could also assist with other programs in the NJDEP in need of field work.			
687		Water	Instead of using Certified Labs for analyzing samples, use the Health Department.	Results would be in quicker, no long drives to labs saving time and money.			
688		Water	Bureau of Water Systems and Well Permitting tracks well permits that are issued. There has never been a requirement for those who receive the permits to report back to DEP which of the permits have been used and/or to provide as-built well construction specifications. This is the case for both drinking water wells and monitoring wells. The result is that it is difficult to know the depth and open or screened interval for wells that were installed.	Require this information, for its value in reviewing whether or not well surrounding the contaminated site may be receptors of groundwater contamination.			

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689		Water	The Web Service known as "Well Wizard" uses GIS to inform Well Drillers of contaminated GW zones known as CEAs. Because CEA data in NJEMS contains contaminant depth and other information, a "fact sheet" provided through Well Wizard allows drillers to decide immediately whether and how to construct a well to avoid the pollution. While CEAs are revealed to drillers, other known contaminated zones called CKE/GWIA are not included in the Well Wizard. CKEs are "Currently Know Extent" areas for GW pollution and GAIA are "Ground Water Impact Areas" which are modeled predictions of how far the CKE is expected to spread in 3 or 5 years.	Data existing in paper reports should be updated into the Well Wizard, making the system more accurate.			
690		Water	In August of 2005, a fly ash spill occurred on the Delaware River. Emergency response could not conduct the monitoring because they didn't have equipment or training to do so.	There needs to be a defined entity within the Department to conduct emergency and investigative water monitoring after any spill in one of our waterways.			
691		Water / Procurement	In August of 2005, a fly ash spill occurred on the Delaware River. Emergency response could not conduct the monitoring because they didn't have equipment or training to do so.	There needs to be a defined entity within the Department to conduct emergency and investigative water monitoring after any spill in one of our waterways.			
692		Water NJPDES	Delivery of services partially constrained by outdated office practices (example: paper intensive permit issuance processes)	Reinforce efficient use of existing NJEMS permit management features while expanding use of electronic communication, electronic document sharing and electronic permit issuance wherever feasible.			
693		Water NJPDES	Due to the large number of dental facilities (>3,500) regulated, the ability to verify compliance with Dental Amalgam Program requirements would strain WPME resources	BPR partnered with Bureau of Radiological Health (BRH). BRH conducts inspections of all dental facilities. DWQ/BPR developed a short inspection form/checklist for BRH to utilize to verify compliance with dental amalgam requirements. This inspection is increasing compliance rates.			
694		Water NJPDES	There are approximately 360 domestic treatment works generating sewage sludge currently required to perform analyses under the Sludge Quality Assurance Regulations. Although the smallest 100 domestic treatment works generate less than one percent of the sewage sludge produced in the state, staff have been forced to dedicate an inordinate amount of resources in addressing problems associated with monitoring and reporting by these small facilities.	Amend the rules to exempt from sludge analyses domestic sludge generators with a permitted flow less than or equal to 20,000 gpd that remove their sludge to a Treatment Works Treating Domestic Sewage. There are approximately 108 treatment works (32 of which service educational institutions) that will qualify for the proposed new exemption saving each facility approximately $500 per year without sacrificing environmental protection. Stake holder sessions have been held and the Department will circulate the proposed language of the rule text to interested parties prior to filing the proposal.			
695		Water NJPDES	Permit application forms - become outdated/inefficient as program information needs change.	Continually monitor program information needs in relation to submission forms for relevancy and efficiency. Relevant and efficient data gathering translates to submitting meaningful data by the applicant and better information for the regulatory program. Permits can be issued faster and better address water quality issues.			
696		Water NJPDES	Database - becomes outdated as program needs change and, as technology advances.	Continually monitor program needs in relation to the database to ensure it efficiently meets program needs. Also, continually monitor technology advances which may be applicable to the database. A modern database which addresses program needs will allow permits to be issued, administered and monitored more efficiently.			
697		Water NJPDES	Paper MRF submittal lags behind available technology and is not as efficient. Paper requires more human resources to process, allows possible transcription errors, longer acknowledgement of receipt, possible duplication of submittal, etc.	Take advantage of available technology and encourage increased e submission. E submission will eliminate transcription errors, duplication, manual entry of data into the database and increase acknowledgement of receipt time.			

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698		Water NJPDES	The program does not always take advantage of available technology for program effectiveness and efficiency.	Continually monitor technology for adaption to program use.			
699		Water NJPDES	Regulations do not always reflect current technology.	Amend regulations to reflect current technology. For example, where appropriate, replace "send" with "make available" as in placing various permit information on a website for an individual to view and download.			
700		Water NJPDES	Redundant DEP and municipal approvals of stormwater permits	Implement the Stormwater Certification Partnership			
701		Water NJPDES	Stormwater rules require NJDEP certification of MTDs - system doesn't work well, no resources or funding. Private sector too reliant on NJDEP certification.	Develop new process outside of DEP with concurrence of vendors. Identify appropriate entities to review and approve technologies.			
702		Water NJPDES	Rule requires substantive changes and may generate external controversy. Limited internal resources available - other DEP programs affected. Extension of Rule expires February 2, 2011	Create Stormwater Rule Advisory Group and develop rule changes. Address expiration of rule in January 2011.			
703		Water NJPDES	The existing BMP Manual and the Frequently Asked Questions established policy outside of rule and need to be reviewed and, where appropriate, incorporated into a new Stormwater BMP Tech Manual.	Work with the existing BMP Manual Advisory Group and develop acceptable changes to the manual.			
704		Water NJPDES	General Permit expired 1/31/10. Renewal was very controversial	Meet with stakeholders and develop acceptable permit renewal			
705		Water NJPDES	Need to readopt Chapter 199 rule - after 9 years of trying to readopt rule changes that will advance onsite wastewater management - Extension of Rule expires January 26, 2011.	Readopt rule.			
706		Water NJPDES	Need for homeowners to have access to funding to replace failing septic systems.	Develop system to allow for SRF funds to be made available to individual homeowners.			
707		Water NJPDES	Need to identify relationship between stormwater facilities and water quality using GIS, e.g. Barnegat Bay.	Develop GIS process for identifying unpermitted and permitted facilities and plot information to relate discharges directly to water quality.			
708		Water NJPDES	Examining the efficiency of the existing permit process and guidance	Meet with stakeholders and develop concepts to make process more efficient and predictable.			
709		Water NJPDES / OIRM	Delegated local agencies do not have access to compliance information of dental facilities in their service area. Dental facility compliance information is available in NJEMS.	Develop web intelligence report that could be posted on NJDEP's Data Miner web page. This would enable DLAs to review dental facility compliance for such facilities in their service area.			
710		Water NJPDES / OIRM	Dental facility inspection dates are currently entered in NJEMS data base No other information generated from the inspection is entered.	Enhance NJEMS to include the information generated by the inspection form. Develop checklist in NJEMS to include this minimal information for tracking and compliance purposes.			
711		Water NJPDES / OIRM	Pretreatment annual reports currently submitted on paper. NJEMS data base does not allow for electronic submission of these reports.	Upgrade NJEMs to allow for electronic document submission. This would eliminate paper file processing and the need for future scanning of documents (see below). The NJPDES regulations have already been amended to allow for this at NJAC 7:14A - 2.11(b).			
712		Water NJPDES / OIRM	Pretreatment audits and annual reports are paper intensive. Retaining this paperwork strains the filing system of the bureau. Scan documents and retain on NJEMS for easy review and recall.	Scan documents using current NJDEP technology to create PDF file. Attach files under NJEMS using specified naming scheme. This will decrease the number of paper files we retain and allow for easy search and recall under OPRA. Paper documents could then be archived or recycled following the NJDEP Document Retention Schedule.			

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713		Water NJPDES / OIRM	Naming protocol to save scanned documents under NJEMS involves saving the file with 25-40 characters in the document name, including program interest, NJPDES number, activity class code, and file description.	Naming scheme should be decreased to using only the file description. Computer code should be developed to automatically assign the program interest, NJPDES number, and activity class code based upon where the file is saved. Nightly cycles could add these additional file names, and move file to the appropriate server for storage and/or archiving. This would save staff time, promote usage of NJEMs database, and ensure that the proper naming scheme is utilized for files to be retrieved.			
714		Water NJPDES / OIRM	Recent federal court decisions require & EPA mandates NJ implement a new NJPDES permit to apply pesticide on, over or near water. Framework of the NJPDES program is not amenable to this requirement and activity is currently regulated under federal FIFRA.. Regulated community will be subject to additional paperwork with minimal environmental gains. EPA is requiring both NJPDES and FIFRA permits. The NJPDES permit allows discharges which do not adversely affect the aquatic environment while the application of pesticides is intended to adversely impact specific aspects of the aquatic environment. Court mandate included no resources.	Develop a general permit that can be issued within a short time frame, that minimizes adverse impacts to the aquatic environment outside of the intended species kill.			
715		Water NJPDES / OIRM	Municipalities and other permitted entities use paper or word documents to submit annual reports for their Municipal Stormwater Permits.	NJEMS needs to be modified to allow electronic submission of annual reports.			
716		Well Permitting	The public is unable to perform online well searches that retreive well permitting documents (PDFs). This information is essential to Site Remediation, Water Supply programs and local health departments. Water security risk of making this information available to the public must be determined. Reduced staff resources have delayed response to search requests.	1) Create a usable online well search tool to allow the public to look up and print or download well documents. 2) Complete data management for all historic well documents. 3) Establish the ability to export well documents electronically. 4) Complete the High View Project to enable the viewing of scanned images online. Benefits: better service; timely response for BWA and LSRPavings of multiple FTEs, dollars spent on processing well searches and state equipment (copiers, Fax machines, paper, CDs).			
717		Well Permitting	Well data from different time periods (1947- thru present) is in different formats (paper and electronic) and much of the data has never been data managed in any format. This prevents the DEP from consolidating the information so that online searches can be created for internal as well as outside users. .	Determine best available solution based on resources which could include "all hands on deck", seeking obtaining a contractor with the assistance of LSRP or the use of structured overtiime. ultimately enhancing efficiency for well searches. OT preferred due to past problems using vendors on this activity.			
718		Well Permitting	Well permitting: Part 1- Complete development of the electronic permitting program which includes the submission of all well documents types. This initiative is intended to address limited staffing resources, enable the data to be processed and displayed using more advanced software and to allow for more sophisticated analysis of information (Business Objects Reports). For example, without these reports staff cannot determine information on amount of fees collected, types of permits issued, individual staff productivity, etc.	Complete development of electronic permtting systems and supporting reporting functions to enable all permit applications to be subm itted electronically as appropriate. 80% of all well permit applications submitted electronically by 12/10; 90% by 12/11 depending on ability to complete system development.Initially dedicate 2 FTE to develop needed aspects of system; potential future staff savings is approximately 3 FTE.			

All comments will be considered, but not all comments may be implemented.

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	REFERENCE	PROGRAM	ISSUE			PROJECT	
	L=Legislative P=Policy R=Regulatory	Identify the program to which the associated problem/solution applies	Problem (Completely state in detail underlying issue & constraints)	Solution (Based on the provided bullet, develop the solution with projected outcomes and resultant benefits)	Action (Identify deliverables, critical milestones, staff/resources & required timelines)	Priority	Status
719		Well Permitting	Well permitting: Part 2- Complete development of the electronic permitting program that implements an "auto-approval" function for certain classes of permits. which includes the submission of all well documents types. Further enhancements are needed to allow staff to determine if a particular drilling company will qualify for auto approvals of permis. This would greatly enhance productivity for both staff and the drilling companies.	Design an e-permitting program to enable auto approvals for certain classes of well permits which will substaintially conserve staff time and is a desired feature of drilling companies. Staff time and money			
720		Well Permitting	Existing regulations are outdated with regards to more recent drilling techniques and materials. The current reguatlions do not provide the flexibility to include those that meet the Department's criteria.	The well permitting regulations sunset in 2012. Proposed revisions to the regulations should establish a criteria for approving new materials, drilling techniques, means of requesting and granting appropriate deviaitions when warranted. Any propsed regulatory changes should be drafted in consultation with the NJ Well Driller and Pump Installer Advisory Board as well as other industry experts and stakeholders.			
721		Well Permitting	Well Permitting Enforcement: Effective mechanism to suspend well driller or pump installer licenses. Staff efforts to date have been thwarted by regulatory limitations and lack of inter-department procedures. Current enforcment efforts take years to force a driller to take remedial action and staff have been told that denying perrmits is not an option.	1) Need a clarification as to how to proceed against drillers who violate the regs and unlicensed individuals who unlawfully engage in pump installations or drilling activities. 2) need to establish inter-Departmental agreement on the ability to suspend licnses and under what circumstances. This activity should incorporate the use of the NJ Well Driller and Pump Installer Advisory Board authority as established in N.J.S.A. 58:4A 3) establish a requirement to have all drilling companies become licensed by NJDEP. This is crucial since many companies are responsible for using unlicensed individuals, fail to obtain the necesary permits or essentially force licensed drillers to violate well construction or decommissining regulations.			
722		Well Permitting	The current licensing program (6 classes of well driller & 1 class of pump installers licenses) requires signficant staff time to administer. Lack of staff results in poor service to the regulated community due to reduced frequancy of exam avaiability, quality, and resppnsiveness to changing industry practices.	Contract with a third party to administer the testing/licensing program. Options such as contracting with the National Ground Water Association (NGWA) are currently being researched.			
723		Well Permitting	The Bureau is required to develop/administer a continuing education program. Fee increases to permits and licenses in 2007 specified that additional staff would be hired to administer this program. Staff was not hired and the program has never been instituted.	Contract with a third party to administer the continuing education program. Apparently Required by N.J.S.A. 58:4A-11c. (noted in the 2006 reg. Proposal to N.J.A.C. 7:9D)Primarily covered by the Well Permitting program (with excess Well Permit Application fees).			
724		Well Permitting	Conflicting regulations between the NJ DEP and the NJ DCA create problems as to who can install water treatment equipment within buildings. NJDEP rules require licensed well drillers to perform such work, while the DCA rules list licensed plumbers being able to perform the work. In many cases unlicensed persons are installing such equipment.	NJDEP should determine who should be responsible for installing water treatment equipment to best protect the well being of the drinking water consumer. The Safe Drinking Water Program may have an opinion as to who should install equipment when addressing more complex, health related systems such as for arseninc and lead and radionuclides.			

All comments will be considered, but not all comments may be implemented.

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