

FY 2017-18

Northeast District Business Plan



NORTHEAST DISTRICT
Florida Department of Environmental Protection
Version 18.0

EXECUTIVE SUMMARY

The six District Offices represent a public presence for the Department’s Regulatory Programs. In addition to issuing various kinds of program-specific permits, these offices conduct the majority of the day-to-day environmental inspections, including the performance of compliance assistance and enforcement functions.

Within each District Office, a District Director provides guidance and oversight to the program areas, while an Assistant Director coordinates the compliance functions. The Divisions do not supervise the district program areas, but provide guidance for policy and consistency between the districts.

The Legislature appropriates funding in a lump sum to the District Offices, which is then allocated internally by the Department to each District Office. The appropriation is comprised of General Revenue funds, as well as an aggregate of eleven different trust funds. In January 2013, the boundaries of the District Offices were realigned with the goal of distributing work more evenly, and further enabling consistency between the districts and saving valuable travel time for both our employees and the citizens of Florida.

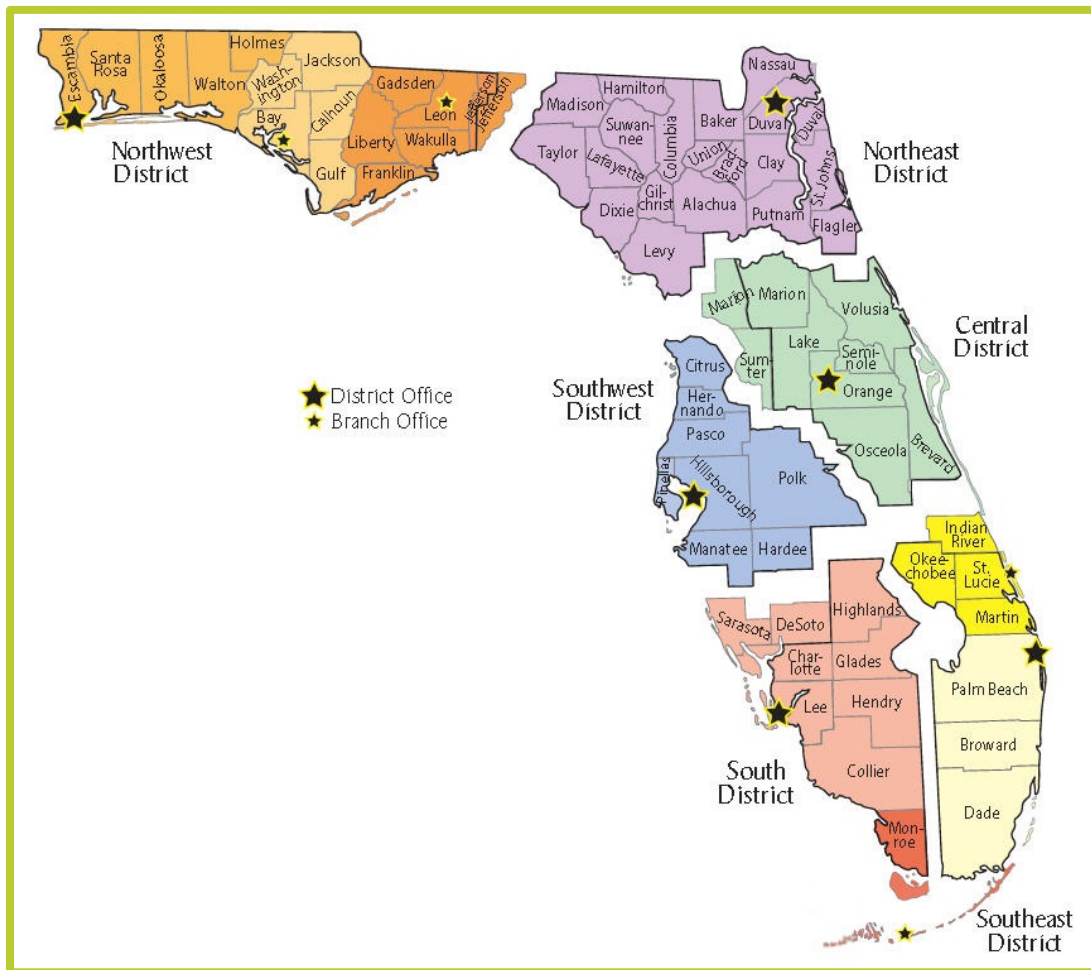


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VISION, VALUES and STRATEGIC GOALS & OBJECTIVES

Vision

Creating strong community partnerships, safeguarding Florida's natural resources and enhancing its ecosystems.

Values

- **Integrity.** *We operate honorably, ethically and respectfully with our customers and each other.*
- **Accountability.** *We take personal ownership for our actions and responsibilities.*
- **Communication.** *We operate transparently by sharing information frequently and honestly.*
- **Innovation.** *We continuously seek innovative ways to improve our operations to protect and restore the environment.*
- **Service.** *We serve our communities and work to enhance our stakeholders' experience.*

Strategic Goals & Objectives

#	Strategic Goals	#	Objectives
1	Community Impact: Focus taxpayer resources on projects that provide a direct benefit to the environment and local communities	1.1	Improve funding decisions to align with water quality and quantity priorities
		1.2	Streamline contract processing, improve contract management, and award contracts efficiently and effectively
		1.3	Develop and implement restoration strategies and projects through stronger partnerships with local communities to restore waterbodies, springs and the Everglades
2	Partnership: Partner with communities and businesses to protect natural resources and promote economic growth	2.1	Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources
		2.2	Leverage state funding with local partners to expeditiously expand restoration and protection efforts
3	Measure Performance: Establish and consistently use clear metrics to evaluate and strengthen the Department's programs, activities and services	3.1	Improve quality, transparency and accountability of the Department's metrics
		3.2	Identify, prioritize and implement continuous improvement projects
		3.3	Improve accountability to the public by reporting metrics through the Department's dashboard
4	Improve Resource Management: Improve the quality of natural resources through long-term planning, restoration and maintenance	4.1	Improve park conditions and enhance access to outdoor recreational opportunities, so even more Floridians and visitors can enjoy Florida's award-winning state parks.
		4.2	Move more acres within Florida State Parks from a restoration condition to a more natural and less labor intensive maintenance condition.
5	Empower Employees: Empower employees to solve problems through innovation and efficiency	5.1	Create a professional development culture by providing training, communicating tools and measuring success
		5.2	Recruit and hire the best people
		5.3	Reward top performers
6	Effective Communication: Proactively communicate a clear and consistent message both internally and externally	6.1	Use appropriate, targeted tools to better communicate the State's restoration activities and successes to media, stakeholders and the general public
		6.2	Create a consistent message which perpetuates the Department's vision and strategic goals
		6.3	Ensure internal communication is frequent and interactive

Northeast District Support for Strategic Goals and Objectives

Strategic Goal 1: Focus taxpayer resources on projects that provide a direct benefit to the environment and local communities.

The NED is focused on maximizing taxpayer resources through reducing the cost to conduct business by 5% annually, preventing lost time injuries and by identifying, prioritizing and implementing continuous improvement projects that yield quantifiable returns.

Strategic Goal 2: Partner with communities and businesses to protect natural resources and promote economic growth.

The NED promotes regulatory consistency, improved quality, and enhanced protection through a number of different outreach methods as well as partnering with communities, businesses, organizations, and educational institutions.

Strategic Goal 3: Establish and consistently use clear metrics to evaluate and strengthen the Department's programs, activities and services.

The NED aligns, establishes and refreshes its program's performance metrics on an annual basis to positively impact the Department's strategic goals. Each metric corresponds to a continuous improvement initiative (project, activity and services) which allows us to report quantifiable results each quarter.

Strategic Goal 5: Empower employees to solve problems through innovation and efficiency.

The NED has a robust continuous improvement program that empowers staff to seek innovative ways to improve processes and performance through Lean thinking methods and tools. Additionally, the NED partners with the Jacksonville Lean Consortium to promote continuous improvement training and opportunities that drive improvements in quality, productivity and customer satisfaction.

Strategic Goal 6: Proactively communicate a clear and consistent message both internally and externally.

The NED supports this goal by conducting regular meetings with staff at all levels on a weekly and monthly basis. The director also issues "Director's Messages" to staff in the quarterly NED News. Additionally, the director coordinates and attends at least one quarterly informal meeting with facility owners and managers within district boundaries. The NED communicates a clear and consistent message proactively with stakeholders through outreach and training events.

CLIENT SERVICES

The Northeast District has two client segments which we must responsibly balance:

The Citizens and Visitors of Florida

These clients expect that the District will reasonably, respectfully, and responsibly, implement Florida's laws and regulations. Services provided on behalf of these clients include:

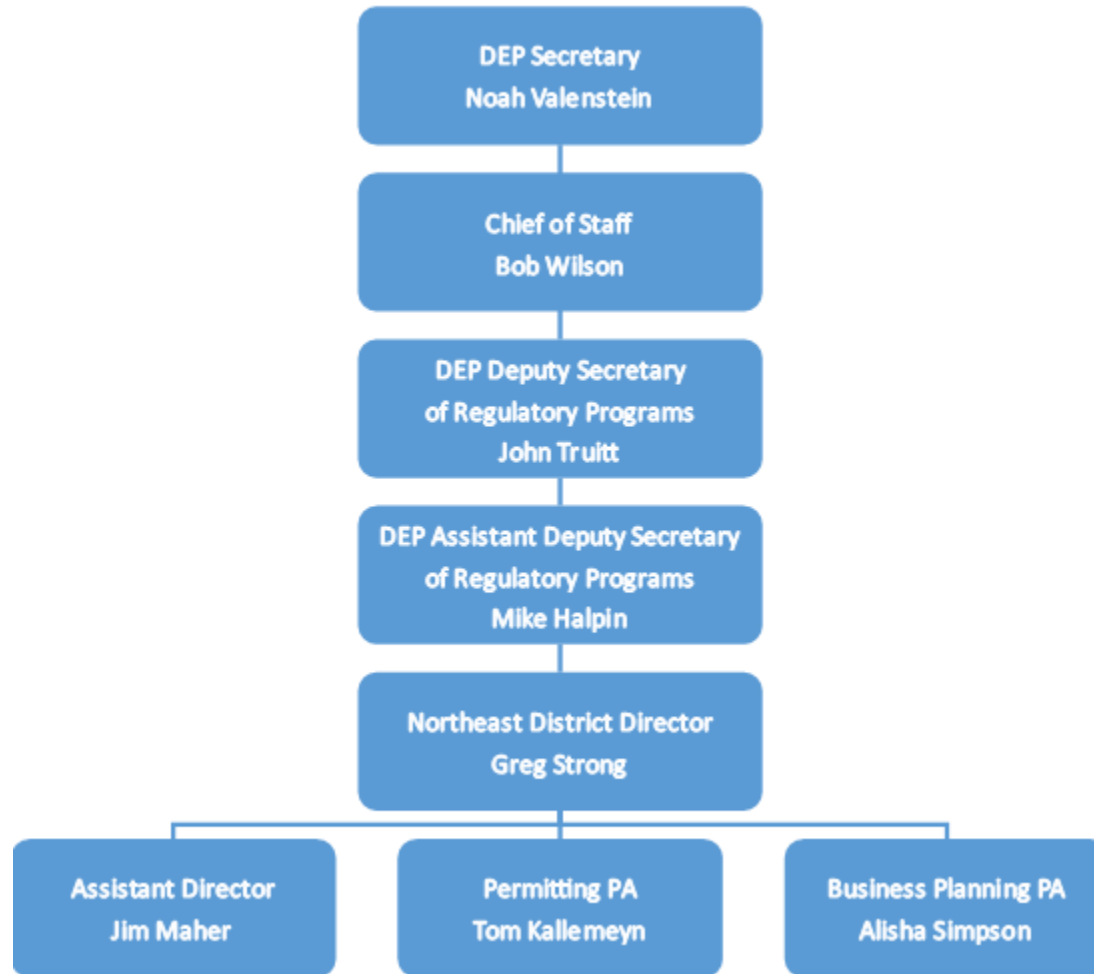
- Adopts rules and issues permits that meet the state and federal requirements
- Ensures compliance of regulated facilities
- Responds to public concerns related to regulated and non-regulated facilities
- Provides opportunities for the public to share its thoughts and concerns
- Conducts outreach to assist the community in understanding environmental rules and responsibilities
- Promotes appreciation and stewardship of our natural resources

The Regulated Community

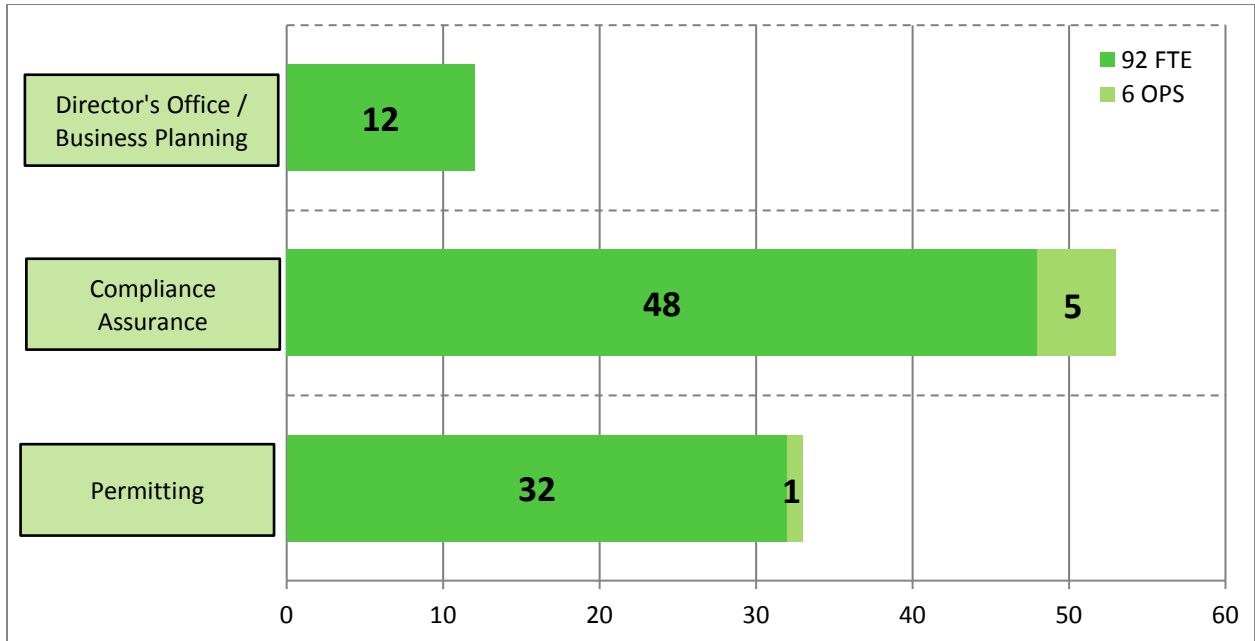
These clients expect that we will provide regulatory certainty and consistency along with fair solutions. Services provided on behalf of these clients include:

- Adopts rules and issues reasonable, law-based permits in a timely manner
- Ensures regulatory certainty and consistency
- Provides professional and timely review of permit applications
- Provides opportunities for the regulated community to share its thoughts and concerns
- Provides outreach to assist regulated entities to understand rule requirements, how they apply to their facility or activity, and the least burdensome manner in which to maintain compliance
- Provides structure to manage competing interests with regard to environmental issues

ORGANIZATIONAL STRUCTURE



District Office Staffing



ORGANIZATIONAL UNIT DESCRIPTIONS

Compliance Assurance

- Provide timely inspections which meet state and federal requirements
- Oversee compliance with all media (air, waste, water and state lands)
- Provide the regulated community with compliance assistance
- Coordination of enforcement activities
- Promote high compliance rates through outreach activities
- Respond to complaints and citizen inquiries both timely and effectively
- Provide the regulated and general communities with the highest customer service and problem solving efforts rooted in respect for each party's concerns
- Provide conditions to promote a level playing field among the regulated community regarding accountability to compliance with environmental requirements
- Support economic activity with assistance and streamlining regulatory requirements for new and expanding businesses and property development while fully ensuring environmental goals and requirements are met

Permitting

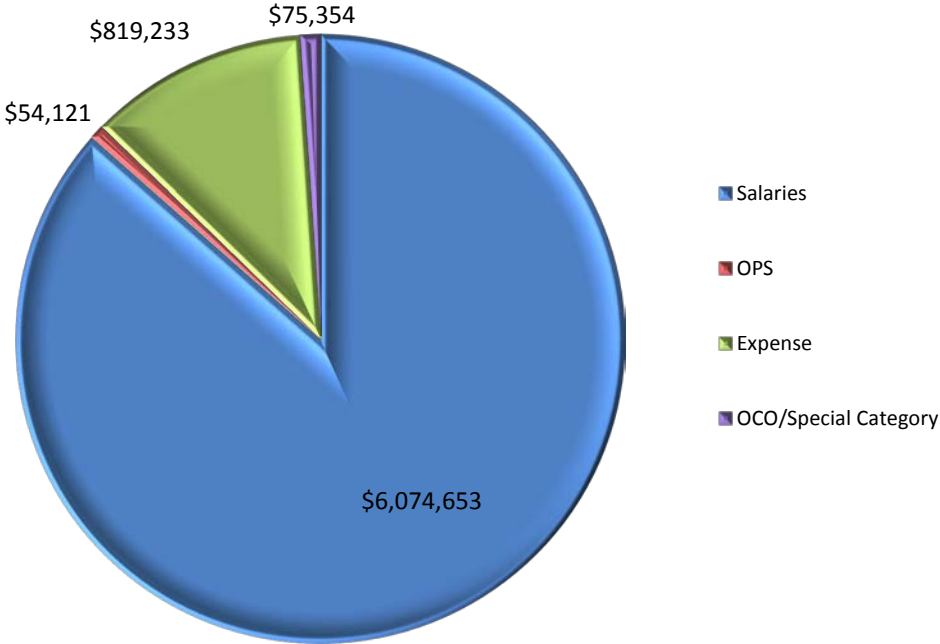
- Provide professional and timely assistance with the issuance of reasonable, law-based permits
- Perform permit determinations to encourage environmental solutions
- Provide technical support and educational outreach on air, waste, water discharge, environmental resources and public water supply issues
- Manage activities related to the cleanup of sites contaminated by pollutants
- Increase business and job development utilizing the Brownfields program activities
- Issuance of permits for Air, Solid Waste, Domestic Wastewater, Industrial Wastewater, Potable Water and Environmental Resource Permits
- Promote reuse of reclaimed water

Business Planning

- Provide effective human resource services including expansive professional development opportunities
- Manage budget, purchasing, property, facilities and fleet while ensuring the most cost-effective methods and systems are utilized in support of district and agency priorities
- Promote a paperless environment by use of electronic technology
- Manage information systems, data and document storage
- Respond to public records requests in timely and effective manner
- Provide administrative services in support of regulatory programs

DISTRICT OFFICE BUDGET OVERVIEW

FY 17-18 Annual Operating Budget

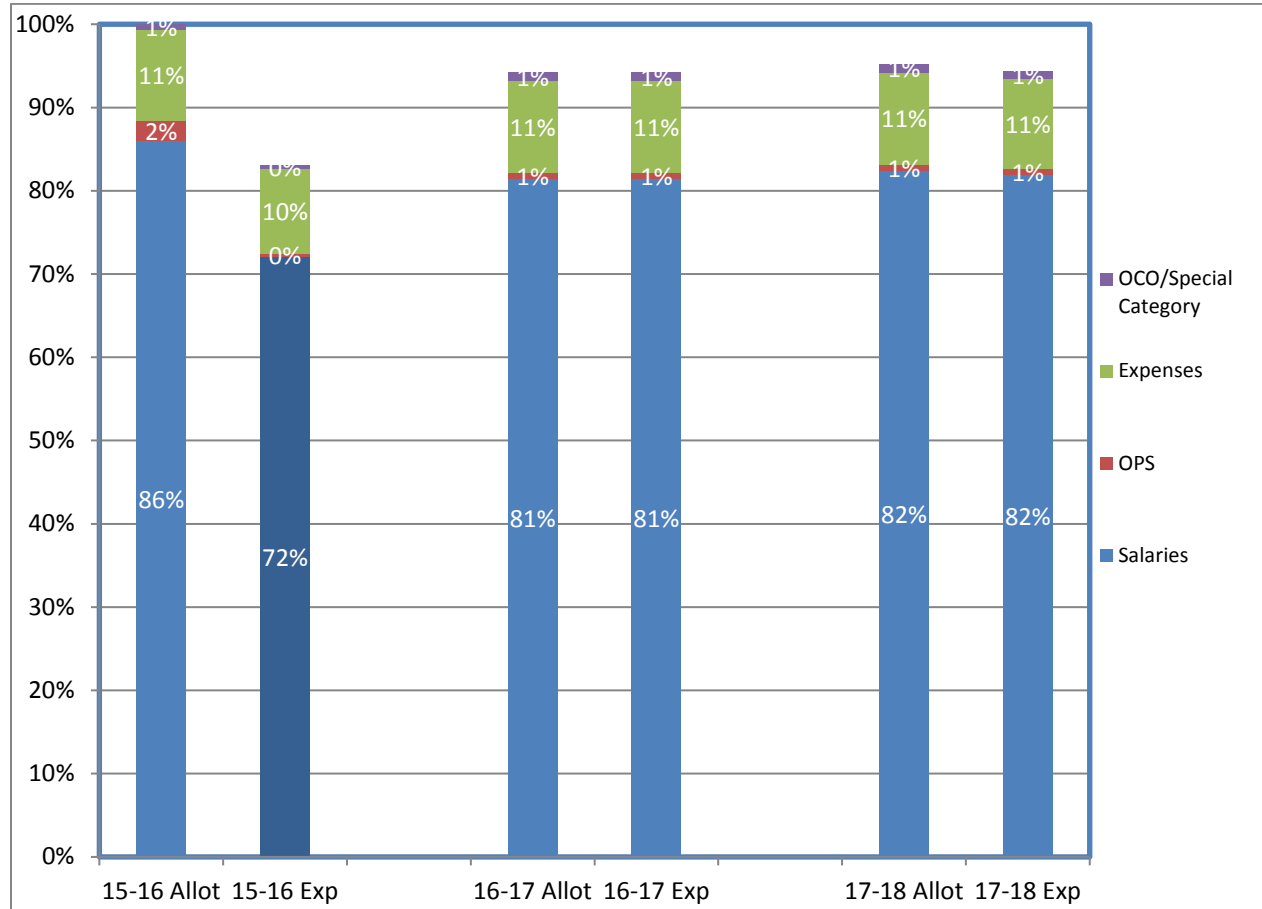


Budget Utilization

The Northeast District’s annual budget of \$7,060,432 is optimized to the greatest extent possible to ensure the health and safety of citizens of the State of Florida while accomplishing the Department’s mission of protecting air, water and land.

- Employees continue cross-training and are being utilized across multiple programs to ensure the sustainment of a highly proficient, effective and streamlined organization.
- Vacancies are assessed based on workload, levels of service and regulatory requirements. Non-mission critical positions are not filled.
- Procurement of goods and services are competitively shopped among minority and non-minority vendors to ensure the best value for the District and the Department.
- Fleet resources are managed and maintained in a manner that reduces operational costs.
- District records are efficiently e-filed in a document management system to allow easy access for citizens.

Operating Budget and Expenditures



FY15-16 Total		FY16-17 Total		FY17-18 Total	
Allotment:	\$7,414,541	Allotment:	\$6,986,482	Allotment:	\$7,060,432
Expended:	\$6,157,194	Expended:	TBD	Projected Expenditure:	\$6,997,361

STRATEGIC GOALS & OBJECTIVES

2. Partner with communities and businesses to protect natural resources and promote economic growth. 16, 18, 19, 25¹									
Objective ²	Action ³	KPI ⁴	Responsible Party	Baseline / Target ⁵	Due Date	Q1	Q2	Q3	Q4
Implement regulatory changes to promote consistency, improve quality and enhance protections for the State's natural resources	Ensure overall time to process permits for FY 16-17 is maintained or improved for FY 17-18	Average number of days to process a permit	District Director	11.5	Within 30 days of the end of each quarter				
	Ensure overall actual compliance rate for FY 16-17 is maintained for FY 17-18	Percent of facilities in non-compliance		6%	Within 30 days of the end of each quarter				

3. Establish and consistently use clear metrics to evaluate and strengthen the Department's programs, activities and services 16, 18, 19, 25¹									
Objective ²	Action ³	KPI ⁴	Responsible Party	Baseline / Target ⁵	Due Date	Q1	Q2	Q3	Q4
Identify, prioritize and implement continuous improvement projects	Develop and implement a district-specific continuous improvement initiative to identify processes in need of improvement that will result in standardized efficient processes, cost savings, and/or better internal and external customer experience, while operating a leaner organization	Track quarterly continuous improvement projects including quantifying improvements in time to process, cost savings, etc.	District Director	4	Minimum one per quarter				

¹ Area-Specific Strategies from the Dept. of Economic Opportunity's 5-year Strategic Plan. See Appendix A.

² Objective (KPM) – What is to be achieved/measured?

³ Action – What is to be done to achieve the objective?

⁴ Key Performance Indicator (KPI) – What is the indicator/measure that the objective is being achieved?

⁵ Baseline/Target – Current status or initial measurement and what is the performance target?

5. Empower employees to solve problems through innovation and efficiency

[18, 19, 20, 25, 27, 28, 29!](#)

Objective ²	Action ³	KPI ⁴	Responsible Party	Baseline / Target ⁵	Due Date	Q1	Q2	Q3	Q4
Create a professional development culture by providing training, communicating tools and measuring success	Identify mission critical training opportunities for inclusion in the FY 17-18 Employee Development Plan	Percent of trainings completed	District Director	79%	Within 30 days of the end of each quarter				
Reward top performers	Create focus teams aligned towards strategic goals and district expectations	Recognition Team: Develop & manage recognition program to facilitate recognition of top performers & employees who demonstrate DEP's values		Identify 1 top performer per quarter	Within 30 days of the end of each quarter				

6. Proactively communicate a clear and consistent message both internally and externally

[13, 16, 18, 19, 25!](#)

Objective ²	Action ³	KPI ⁴	Responsible Party	Baseline / Target ⁵	Due Date	Q1	Q2	Q3	Q4
Create a consistent message which perpetuates the Department's vision and strategic goals	Issue quarterly "Director's Messages" to district staff	Newsletter is to be submitted to the ADS & Communications Office within 30 days of the end of each quarter	District Director	1 per quarter	Within 30 days of the end of each quarter				
Ensure internal communication is frequent and interactive	Conduct quarterly sessions for supervisory personnel addressing leadership issues and provide copies to the ADS via inclusion in the business plan update	Provide quarterly update to the ADS		1 per quarter	Within 30 days of the end of each quarter				

NORTHEAST DISTRICT GOALS & OBJECTIVES

Objective (KPM)	Action	KPI	Responsible Party	Baseline / Target	Due Date	Q1	Q2	Q3	Q4
Reduce the cost of doing business	Target a minimum of 5% recurring reduction from FY 17-18 budget assigned by the ADS	Projection of FY-end recurring reduction percent	District Director	\$7,060,432	Within 30 days of the end of each quarter				
Prompt response to public inquiries for public records	Provide timely and accurate responses to PRR requests	Average number of days to respond to and complete PRR requests		3 days	Provide requested information within 3* business days (*PRRs not requiring special handling)				
Plan for future LBR readiness	Prepare FY 19-20 LBR in accordance with S. 216.023, F.S.	Compliance with S. 216.023, F.S.		FY 18-19 operating budget	Within 30 days of the end of each quarter				
Develop and implement efforts to improve safety	Interview injured employee, make recommendations to avoid recurrence, and share the injury interview and review report with the ADS within 30 days of the injury	The injury interview and review report is to be sent to the ADS within 30 days of the injury		FY 16-17 2 incidents	Within 30 days of the end of each quarter				
Increase customer outreach	Coordinate and attend at least one informal one-on-one meeting with facility owners/managers within the District boundaries as to enhance our stakeholder relationships	Number of informal meetings held with facility owners/managers		4	Summary due to ADS within 30 days of the end of each quarter				

Compliance Assurance Program Goals & Objectives

Objective (KPM)	Action	KPI	Responsible Party	Baseline / Target	Due Date	Q1	Q2	Q3	Q4
Improve State Review Framework data quality and accuracy	Audit the records of 10 facilities (Title V and synthetic minor facilities) for consistency using the CAA SRF Audit Procedures and CAA File Review checklist, which includes: facility details, C&E activity dates, violation classifications, and penalty assessment details; the review should cover information from the previous 12-month period with a focus on facilities with recent violations, FCEs, inspections, stack test submittals, or other pertinent compliance activities	Report each quarter the percent of facilities out of 10 audited that were 100% consistent. Identify potential corrective actions for inconsistencies found and report to Division.	Assistant Director	Air	Within 30 days of the end of each quarter				
				100% Data Consistency					
	Audit the records of 10 NPDES facilities using the CWA SRF Audit Procedures and CWA File Review checklist, which includes: facility details, C&E activity dates, violation classifications, and penalty assessment details; the review should cover information from the	Report each quarter the percent of facilities out of 10 audited that were 100% consistent. Identify potential corrective actions for inconsistencies found and report to Division.		Water	Within 30 days of the end of each quarter				
				100% Data Consistency					

	previous 12-month period with a focus on facilities with recent inspections that had violations resolved with or without enforcement								
	Audit the records of 10 hazardous waste facilities using the RCRA SRF Audit Procedures and RCRA File Review checklist, which includes: facility details, C&E activity dates, violation classifications, and penalty assessment details. The review should cover information from the previous 12-month period with a focus on facilities with recent inspections that had violations resolved with or without enforcement.	Report each quarter the percent of facilities out of 10 audited that were 100% consistent. Identify potential corrective actions for inconsistencies found and report to Division.		Waste 100% Data Consistency	Within 30 days of the end of each quarter				
Expand skill set of inspectors across programs	Encourage inspections to be completed by cross-trained compliance assurance staff outside their home program with appropriate program oversight	Percent of inspections completed by cross-trained staff		20%	Within 30 days of the end of each quarter				
Meet Level of Service (LOS) for compliance inspections	Perform inspections of regulated facilities	Number of inspections conducted for each facility type vs LOS requirement		25% of LOS each quarter	Within 30 days of the end of each quarter				

Increase participation in the Department's Disaster Debris Management Site (DDMS) Preauthorization Program	Targeted outreach to the county solid waste and local government public works departments that either do not currently have any authorized DDMS or have not reauthorized site for this season	Number of interactions with county or local governments promoting and/or assisting with DDMS pre-authorizations		12	Within 30 days of the end of each quarter				
Increase ERP customer service outreach	Ensure ERP permittees meet compliance with permits by increasing outreach efforts to new EI and high-risk applicants	Percent of new EI and high-risk ERP permittees that receive outreach contact and assistance within 60 days of issuance		50%	Within 30 days of the end of each quarter				
Increase drinking water systems compliance rates	Increase the compliance rates for drinking water systems by providing outreach to systems prior to their sanitary survey inspections; a pre-inspection checklist is provided to all systems prior to their DEP inspection	Number of pre-inspected checklists emailed to drinking water systems		200	Within 30 days of the end of each quarter				
Increase inspection efficiency for tank facilities with TNC water systems	Conduct joint inspections of regulated tank facilities with transient non-community water systems	Number of joint tank/drinking water inspections conducted		12	Within 30 days of the end of each quarter				
Increase compliance rates	Number of compliance assistance events conducted	Percent of MNC's receiving informal or formal written compliance assistance		100%	Within 30 days of the end of each quarter				
	Number of regulatory outreach events and the number of people reached through	Number of regulatory outreach events		500	Within 30 days of the end of each quarter				

	regulatory outreach activities	Number of people reached through regulatory outreach activities		3,000	Within 30 days of the end of each quarter				
Reduce backlog of OGC cases	Reduce number of backlogged open LCT enforcement cases as of July 1, 2017, by 25% during FY 17-18	Number of backlogged OGC enforcement cases closed; provide summary to the ADS' office		TBD upon close of FY1617	Within 30 days of the end of each quarter				
Increase emergency response outreach	Conduct outreach visits to each of the district's HazMat chiefs to explain OER capabilities and build working relationships with them.	Outreach visits with HazMat chiefs within the OER district		5	Within 30 days of the end of each quarter				

Permitting Program Goals & Objectives

Objective (KPM)	Action	KPI	Responsible Party	Baseline / Target	Due Date	Q1	Q2	Q3	Q4
Increase efficiencies	Maintain time to process permits	Average number of days to process a permit	Permitting Program Administrator	DW-8.17 IW-7.09 PW-5.26 Air-22.4 SW-5.81 ERP-14.48 UIC-N/A	Within 30 days of the end of each quarter				
	Distribute a minimum of 30 permitting experience surveys to recent customers to obtain feedback on permit work product, quality and customer service	Percentage of satisfied customers (rated as Smooth Sailing)		83%	Within 30 days of the end of each quarter				
	Maintain or reduce average time to review waste cleanup submittals	Average number of days to review waste cleanup submittals		30.4	Within 30 days of the end of each quarter				
	Reduce the number of permit applications in house greater than 90 days by 75%	Number of permit applications reduced (36 applications > 90 days as of 09/06/16)		27	Within 30 days of the end of each quarter				
Reduce the cost of doing business	Review facility permits to identify non-rule based permit conditions and/or requirements that can be modified and/or eliminated to save customer compliance costs	Is the customer required to comply with the test requirements and/or reporting requirements listed in the permit? Can they be modified and/or removed without adverse impacts to human health, air quality, or the environment?		16	Within 30 days of the end of each quarter				
	Review cleanup sites annually to determine possible closure	Can the customer close the site with conditions or		25	Within 30 days of the end of each quarter				

	options or potential reductions that can save customers, without adverse impact to human health, groundwater, surface water, or the environment	monitor fewer wells and/or conduct fewer monitoring events?							
Increase customer service outreach	Number of regulatory outreach events and the number of people reached through regulatory outreach activities	Number of regulatory outreach events		8	Within 30 days of the end of each quarter				
		Number of people reached through regulatory outreach activities		100	Within 30 days of the end of each quarter				
Expand skill set of permittees across programs	Encourage permits to be completed by cross-trained permitting staff outside their home program with appropriate program oversight	Percent of permits completed by cross-trained staff		20%	Within 30 days of the end of each quarter				

Business Planning Program Goals & Objectives

Objective (KPM)	Action	KPI	Responsible Party	Baseline / Target	Due Date	Q1	Q2	Q3	Q4
Provide professional development opportunities	Facilitate training workshops to include human resources, business and support services, document management, and information technology	Conduct at least 1 training session per month	Business Planning Program Administrator	12	Monthly				
	Coordinate Professional Development Series (PDS) workshops to focus on leadership, safety, health and wellness and professional skills	Schedule 1 PDS workshop per month		12	Monthly				
Provide frequent communication regarding pertinent business topics	Issue a bi-monthly newsletter which includes information regarding benefits, training, safety, important dates and other pertinent topics	Issue 6 newsletters per year		6	January, March, May, July, September, November				
Expand skill set of business support staff	Encourage administrative activities to be completed by cross-trained staff outside their home program with appropriate program oversight	Percent of activities completed by cross-trained staff		20%	Monthly				
Recruit and retain the best employees	Decrease voluntary employee turnover by increasing employee engagement and encouraging staff to utilize the career path progression plan	Percent of voluntary employee turnover		11%	Within 30 days of the end of each quarter				

MID AND LONG-TERM GOALS

Midterm Goals (1-3 Years):

- Improve potable water compliance rates through outreach
- Foster greater employee engagement and enthusiastic support for senior leadership's values and strategic goals
- Continue reducing regulatory burdens while fully protecting the environment and meeting our mission
- Enhance staff's career experience with promotion of career path structure of advancement
- Increase regulatory consistency by standardizing permitting processes and documents across the state

Long-term Goals (3-5 Years):

- Continue to build relationships and partnerships with citizens and business leaders to achieve a positive, trustworthy and service-oriented perception
- Improve water quality in the Suwannee springshed

SUCSESSES, ACHIEVEMENTS & CONTINUOUS IMPROVEMENT

Compliance Assurance

- Broad gains made in cross-training, such that 25% of inspections were completed by inspectors outside their home program
- Successfully transitioned Beaches Compliance Assurance Program into District Compliance Assurance Program teams and cross-training
- Developed highly successful partnerships with the University of North Florida and Jacksonville University with regard to the District's internship program; several internships progressed into full-time Career Service positions upon the student's graduation
- Executed a path forward for a large industrial wastewater facility to potentially remove the last point-source discharge to the Suwannee River
- Addressed the impacts of both Hurricanes Hermine and Matthew on wastewater collection systems, disaster debris management, and beaches dunes and structures within the District, while providing on-site assistance to multiple Emergency Operations Centers in the days following the storms

Permitting

- Maintained overall permitting time-to-process days when comparing processing times from FY 15-16 with a 9% increase in permits processed and a 6% decrease in staff
- Reduced overall permitting time-in-house by 7% when comparing processing times from FY 15-16 with a 9% increase in permits processed and a 6% decrease in staff
- Developed forecasting and pre-application tracking tools to better determine program workload needs
- Broad gains made in cross-training, such that 21% of permits completed were processed by permitters outside their home program
- Very strong and positive response to the community after both Hurricanes Hermine and Matthew; more than 425 beaches field permits were issued authorizing repair construction activities for businesses and residents in the impacted areas

Business Planning

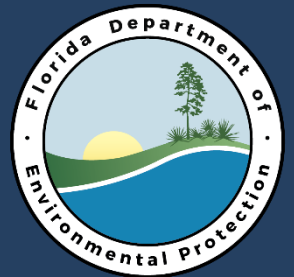
- Recurring operating expenditures were reduced by 5% in FY 16-17
- During FY 16-17, more than 225 (95%) public records requests were responded to within 1 business day
- Expended more than \$16,000 for employee development; more than 65% of employees benefitted from technical, leadership and professional skills training in FY 16-17
- Began statewide initiative to e-file all district's historical records into the agency's document management system (Oculus); disposed of more than 725 boxes of records that met retention

Appendix A – DEO FL 5-Year Strategic Plan for Economic Development

[Florida Strategic Plan for Economic Development \(V20.1\) At-A-Glance](#) – click on link to view

Appendix B – Revision History

Version 18.0 – Final Draft – July 1, 2017



Department of Environmental Protection
Northeast District

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