



New Hampshire Department of Environmental Services

2010 - 2015 Strategic Plan

November 2010

A Letter From the Commissioner...

I am pleased to share DES's *2010-2015 Strategic Plan*, a big picture, long-term approach to ensuring a healthy environment that will support New Hampshire's quality of life for many years to come. DES has been "living" this plan for the past several years. In fact, work is already underway on nearly 40 percent of the 93 strategic actions in the plan.

You may notice that the plan looks very different from our previous strategic planning efforts; you will not see a program-by-program or "medium-by-medium" goal framework (*e.g.*, "Clean Air," or "Clean Water"), but I assure you that this plan is based on DES's steadfast commitment to its mission of sustaining a high quality of life for all citizens by protecting and restoring the environment and public health in New Hampshire. This means that we are still hard at work ensuring high levels of water quality for water supplies, ecological balance, and swimming, fishing, and boating. We are also protecting the air that we breathe, cleaning up contaminated sites, fostering the proper management of municipal and industrial wastes, and managing water resources for future generations.

In a survey conducted in the spring of 2008, and as part of focus group meetings with over forty organizations and several hundred individuals, we posed three unique questions: 1) *What should a 21st Century environmental services agency look like?*; 2) *If the environment functions as a complex, integrated system, shouldn't we be operating in a more coordinated, holistic fashion?*; and 3) *20 years from now, what will people say that DES and its sister agencies should have been doing to safeguard NH's environment and public health?* Survey respondents and meeting participants alike told us that they shared our concern that climate change, energy issues, and uncontrolled growth appear to be at the root of many of the environmental problems we are experiencing today. The collective impacts of our individual actions seem to have outpaced the impacts of the relative handful of regulated entities. We are also faced with such challenges as aging drinking water and wastewater infrastructure, MtBE contamination in our groundwater, and other emerging contaminants like pharmaceuticals and personal care products in our water systems.

All of this leads us to approach our work differently. For example, we have started working on a Great Bay Estuary Water Quality Initiative to deal with water quality violations and dramatic declines in eel grass in this vital estuarine environment. We have established a "Lean Team" to help us continuously improve our many processes. We are enhancing our on-line One-Stop tool to provide easy customer access to more information. We are exploring ways to streamline the permitting processes associated with our Land Resources Management Programs. And we are finding new ways to communicate with the public in a more understandable and transparent manner about environmental conditions and trends.

The plan has seven goals and includes actions to achieve these goals. The goals are all of equal importance, and they are mutually supportive and interdependent. The first two goals relate to the new, overarching environmental challenges that we face -- energy use/climate change and sustainable use of the state's natural resources -- and provide additional lenses through which we

must view all of our existing work and programs. The other five goals relate to the measures we must undertake in order to better equip DES and people of the state as a whole to meet the environmental and public health challenges of the 21st century.

Accomplishing all of this and more, on top of everything else the department is responsible for, is no small feat given that we are trying to do this during one of the most difficult economic cycles in a long time. While many organizations “hunker down” and jettison such activities as strategic planning when times get tough, we instead have stayed the course with our planning efforts -- because we believe that this actually IS the best time to be strategic.

If you think we are on track and see ways that you or your organization could be a partner in implementing this plan, please contact Vincent Perelli, Chief of Planning and Policy, at Vincent.Perelli@des.nh.gov or (603) 271-8989, or me at Thomas.Burack@des.nh.gov. Please review the full plan and let us know if you have questions or think we may have missed something important. DES is committed to implementing this plan, with the help of all the people of New Hampshire, to ensure that the environment we leave to the next generation is even better than the one that was left to us.



Thomas S. Burack, NHDES Commissioner



DES's Mission Statement

To help sustain a high quality of life for all citizens by protecting and restoring the environment and public health in New Hampshire.

DES's Guiding Principles

- We promote mutual respect and effective, straightforward communication.
- We provide timely and consistent responses to all customers.
- We provide meaningful opportunities for public participation in meeting our responsibilities.
- We consider quality of life, public health and safety, economic vitality, and the concerns of our citizens while pursuing our responsibilities under the law.
- We strive for excellence in all of DES's operations, are committed to continuous improvement, and consider innovative approaches.
- We are committed to scientifically and technically sound, cost-effective and environmentally appropriate solutions.
- We provide leadership on environmental and sustainability issues.
- We consider the long-term, cumulative, and cross-media effects of our policies, programs and decisions.
- We foster environmental awareness and stewardship through education, outreach and assistance.
- We afford fair and equitable treatment of all individuals and groups in the implementation of federal and state environmental laws, rules, programs and policies, and in the management of the agency.
- We maintain a work environment that attracts and retains the most dedicated and talented staff.

DES's 2010 - 2015 Strategic Goals, Outcomes, and Actions

Goal 1: DES and its partners address climate change through effective mitigation and adaptation strategies and efforts to foster the transition to a clean energy economy.

1.1 DES will work in partnership with other state agencies to incorporate climate change mitigation and adaptation strategies into state operations.

1.1.1 DES will consider and integrate climate change mitigation and adaptation across all existing DES program areas. (Target: Commence in 2010, and Ongoing)

1.1.2 DES will initiate and participate in a process to consider and integrate climate change mitigation and adaptation across all levels of New Hampshire state government operations. (Target: Commence in 2011, and Ongoing)

1.2 DES will work in partnership with state, regional, and national organizations to integrate and coordinate mitigation and adaptation efforts.

1.2.1 DES, in collaboration with its partners, will continue to provide long-term support to networks such as the NH Energy and Climate Collaborative and the Energy Efficiency and Sustainable Energy Board (RSA 125-O:5-a) to facilitate implementation of the New Hampshire Climate Action Plan. (Target: Commence by 2010, and Ongoing)

1.2.2 DES will continue to take part in regional and national initiatives to advance the transition to a clean energy economy. (Target: Commence by 2010, and Ongoing)

1.2.3 DES will continue to participate in regional and national initiatives to better prepare for the impacts of climate change. (Target: Commence by 2010, and Ongoing)

1.3 DES will monitor, inventory and report climate change emissions and impacts.

1.3.1 DES will work with state research universities and other institutions and organizations to track the changes in greenhouse gas emissions by New Hampshire sectors and sources, and to support periodic reporting to policy makers and the public. (Target: Commence in 2010, and Ongoing)

1.3.2 DES will work with state research universities and other institutions and organizations to track the indicators and the impacts of climate change, and to support periodic reporting to policymakers and the public. (Target: Commence in 2010, and Ongoing)

1.4 DES will conduct comprehensive mitigation and adaptation education and outreach.

1.4.1 DES will work with partners to develop and implement a comprehensive education and outreach program to elevate awareness and understanding of climate change and to support individual- and institutional-level behavior change. (Target: Commence in 2010, and Ongoing)

1.4.2 DES will collaborate with partners to provide information and technical assistance to communities and organizations that are seeking to reduce their greenhouse gas emissions. (Target: Commence in 2010, and Ongoing)

- 1.4.3 *DES will collaborate with partners to provide information and technical assistance to communities and organizations that are seeking to incorporate adaptation measures into their projects and plans. (Target: Commence in 2010, and Ongoing)*

Goal 2: DES and its partners effectively protect New Hampshire's natural resources and high quality of life as the state grows.

2.1 DES and its partners will strive for efficient land use and development patterns that reduce energy use, support sustainable use and conservation of natural resources, and maintain a viable working landscape.

- 2.1.1 *DES, together with its partners, will encourage and support municipal efforts to adjust zoning, land use regulations, and infrastructure investments to give preference to infill development and redevelopment over “greenfield” development. (Target: Commence by 2011, and Ongoing)*

- 2.1.2 *DES, in partnership with other organizations, will increase public understanding of the environmental, social, and economic benefits of efficient land use. (Target: Commence in 2011, and Ongoing)*

- 2.1.3 *DES will promote better development practices through integrated DES permitting and assistance programs, including coordinated DES reviews of redevelopment projects. (Target: Commence in 2011, and Ongoing)*

- 2.1.4 *DES will evaluate the effect of all DES Programs on land use and land development patterns (beginning with the DES Brownfields, Drinking Water, and Wastewater Programs), and modify policies and procedures to encourage efficient use of land and other best development practices. (Target: Commence by 2011, and Ongoing)*

- 2.1.5 *DES and its partner organizations will improve the integration of transportation, environmental, and land-use planning. (Target: Commence in 2011, and Ongoing)*

- 2.1.6 *DES will enhance its capacity to collect and maintain geographically-referenced data (e.g., monitoring data and permit data) and conduct spatially-based analyses of land use, permitted activities, and environmental quality (e.g., watershed analyses). (Target: Commence in 2011)*

2.2 DES and its partners will work to maintain natural resource functions and promote sustainable use of natural resources.

- 2.2.1 *DES and its partners will explore appropriate mechanisms, including market-based approaches, to encourage natural resource conservation, ensure sustainable use of natural resources, promote the use of less impacting alternatives, and reduce the incremental conversion of farm and forest land to developed uses. (Target: Commence in 2011, and Ongoing)*

- 2.2.2 *DES, in cooperation with its partners, will promote and support local zoning and regulations, land conservation efforts, and state policies and regulations that recognize and protect key natural resource functions. (Target: Commence in 2011, and Ongoing)*

- 2.2.3 *DES will assist the communities and other partners in the Great Bay watershed in the development and implementation of a comprehensive plan to meet regulatory requirements to reduce nutrient pollution and protect coastal and estuarine resources. (Target: Commence in 2010, and Ongoing)*

- 2.2.4 *DES will continue to implement its State Water Resources Plan through its programs and through open communication with stakeholders and the public about the state's water resources management challenges. (Target: Commence by 2010, and Ongoing)*

- 2.3 DES will promote source reduction, and the reuse and recycling of solid waste to optimize the efficient use of natural resources.**
- 2.3.1 DES will identify and pursue promising opportunities, sectors, and actions for the conservation of natural resources through waste reduction using life cycle analysis and other tools and approaches. (Target: Commence by 2012, and Ongoing)*
 - 2.3.2 DES will identify and pursue promising opportunities for increasing waste reuse and recycling, and maximizing the resource and energy recovery of waste management operations. (Target: Commence by 2010, and Ongoing)*
 - 2.3.3 DES will develop and implement social marketing and similar behavioral change strategies to minimize resource consumption and waste generation from human activities. (Target: Commence by 2013)*

Goal 3: DES employs integrated pre-application, permitting, inspections, and enforcement approaches across all of its programs, and operates in a cooperative and integrated manner with its sister local, regional, state, and federal agencies.

- 3.1 DES will conduct unified and coordinated education and inreach/outreach.**
- 3.1.1 DES will work with other organizations to develop and implement an outreach program for all DES partners, with multiple modules focused on DES programs, staff contacts, statutory requirements, specific issues related to integrated permitting, multi-media applications and compliance and enforcement programs. (Target: Commence in 2011, and Ongoing)*
 - 3.1.2 DES will create an internal, interactive search program, supported by integrated databases, a DES staff directory, organizational charts, and decision trees, that allows for a coordinated, streamlined, and timely activation of DES staff and resources to provide services, investigate complaints, prepare permits, conduct inspections, and take enforcement actions in an integrated and consistent manner. (Target: Commence in 2012, and Ongoing)*
 - 3.1.3 DES will create an external network of select contacts among agencies with which DES regularly interacts (e.g., DHHS, DOT, F&G, OEP, and DRED) to serve as a team in response to outside requests for assistance. Also, DES will establish, as feasible, formalized partnerships and Memoranda of Agreement with other state and federal agencies to enhance the coordination among agencies as a means of promoting efficiency in state government. (Target: Commence in 2010, and Ongoing)*
 - 3.1.4 DES will expand its rulemaking outreach efforts to all internal and external customers through on-line information exchange and communication. (Target: Commence in 2010, and Ongoing)*
- 3.2 DES will conduct unified and coordinated pre-application assistance, licensing, permitting, and planning.**
- 3.2.1 DES will assign project managers to complex or multi-disciplinary projects to facilitate meetings, promote coordinated reviews, and resolve internal issues (including potentially conflicting DES program requirements) to ensure smooth progression of project decisions and deliverables. (Target: Commence in 2011, and Ongoing)*

- 3.2.2 *DES will review permit processes within the Land Resource Management Programs to identify areas where greater consistency and coordination can be achieved, and work to implement improvements. (Target: Commence in 2010, and Ongoing)*
- 3.2.3 *DES will create an on-line project screening and inter-agency coordination tool or system to help permit applicants understand environmental regulations and permit program requirements. (Target: Commence in 2012)*
- 3.2.4 *DES will evaluate the feasibility of integrating and standardizing the various professional training and licensing programs that it administers. (Target: Commence in 2011)*

3.3 DES will conduct unified and coordinated inspections and enforcement.

- 3.3.1 *DES will have integrated and efficient inspection and enforcement processes and efficient appeals processes. (Target: Commence in 2010, and Ongoing)*
- 3.3.2 *DES will develop an enforcement database and associated electronic document management system to facilitate efficient cross-media and cross-program communications during all phases of the compliance assurance process (i.e., pre-inspection research, physical inspection visit, and post-inspection and enforcement activities). (Target: Commence by 2012, and Ongoing)*
- 3.3.3 *DES inspection and enforcement staff from all media regulatory programs will communicate regularly to ensure thorough and efficient cross-media and cross-program coordination and cooperation. (Target: Commence by 2011, and Ongoing)*
- 3.3.4 *DES will establish a web-based system that tracks permitting and enforcement trends. The reports will summarize key trends such as backlogs, average review timeframes, and seasonal versus annual trends. (Target: Commence in 2011)*

Goal 4: New Hampshire's environment has improved, and DES regularly reports environmental results in an understandable and transparent manner.

4.1 DES will develop well-defined environmental outcomes and indicators.

- 4.1.1 *DES will identify key environmental outcomes and indicators for use in documenting trends and in regular reporting, including “dashboard” reports and geographical representation. (Target: Commence in 2010, and Ongoing)*

4.2 DES will tie data collection, analyses and reporting to current environmental goals and objectives.

- 4.2.1 *DES will conduct an agency-wide inventory and review of current data collection and reporting practices to help identify data collection gaps and eliminate redundancies and non value-added collection and reporting activities. (Target: Commence in 2010)*
- 4.2.2 *DES will develop and implement an enhanced process to link DES goals and objectives, bureau- and program-level goals and objectives, work plan activities, and a set of relevant outcomes and environmental indicators. (Target: Commence in 2011)*

4.3 DES will develop and use adequate means and clear documented methods for environmental monitoring.

- 4.3.1 *DES will determine what monitoring stations, locations, data sources, and data partners are necessary to adequately report on the agency's key outcomes and environmental indicators, and will*

develop a plan to establish and maintain sufficient monitoring stations at appropriate data collection sites. (Target: Commence in 2011, and Ongoing)

4.3.2 *DES will train its staff and develop standard operating procedures to ensure that data collection (including geospatial parameters), results, reporting, and record-keeping adhere to appropriate data standards. (Target: Commence by 2013)*

4.4 **DES will regularly share environmental information and trend analyses internally, as well as with and among local, state, and federal agencies, outside organizations, and the general public.**

4.4.1 *DES will establish a process to regularly analyze data and present it in a meaningful format, including increased geographical representation and analysis. (Target: Commence in 2010, and Ongoing)*

4.4.2 *DES will expand the Environmental Monitoring Database (EMD) to include data from all pertinent DES programs, and to have a greater web presence. (Target: Commence in 2011)*

4.4.3 *DES will establish a portal on its website to present “real-time” and up-to-date trend information on the state of New Hampshire’s environment and key agency outcomes, as well as to provide access to related data from outside agencies and organizations. Key environmental trends and agency outcomes will be regularly reported in DES reports, newsletters, press releases, and other public communications. (Target: Commence in 2010, and Ongoing)*

Goal 5: Environmental compliance is high in New Hampshire, supported by education, partnerships, environmental stewardship, and enforcement.

5.1 **DES will strive to increase environmental knowledge and awareness and instill a stronger sense of environmental stewardship in the public at large.**

5.1.1 *DES will establish a comprehensive, coordinated program of outreach to town officials to enable them to provide current, accurate information on state environmental requirements to their citizens. (Target: Commence by 2010, and Ongoing)*

5.1.2 *DES will establish a comprehensive, coordinated program of outreach to the younger/school-age population to foster an environmental ethic early in life. (Target: Commence in 2011, and Ongoing)*

5.1.3 *DES will establish a comprehensive, coordinated program of education for the general public to enhance understanding of the value of environmental protection and DES programs. (Target: Commence by 2012, and Ongoing)*

5.2 **DES will optimize use of alternative compliance assurance mechanisms, models, and approaches.**

5.2.1 *DES will require permit holders to be more accountable by increasing the number of programs that require permit holders to certify compliance with their permits, and by ensuring that certification requirements are met. (Target: Commence in 2011, and Ongoing)*

5.2.2 *DES will establish greater accountability by regulated parties, including consultants, that do not hold formal DES permits. (Target: Commence in 2011, and Ongoing)*

5.2.3 *DES will partner with colleges and universities to promote research in areas that will contribute to increased environmental compliance, possibly including social, as well as scientific and technical research. (Target: Commence in 2012, and Ongoing)*

5.3 DES will conduct formal enforcement processes that are timely, relevant, and effective.

5.3.1 DES will ensure that the requirements of all regulatory programs are clear and unambiguous, and that the underlying policy reasons for those requirements are clearly explained. (Target: Ongoing)

5.3.2 DES will ensure that its enforcement processes are efficient and effective by employing proven continuous improvement techniques. (Target: Commence by 2010, and Ongoing)

5.3.3 DES will ensure that inspections conducted by its programs are efficient and effective at identifying potential issues, including those in other programs. (Target: Ongoing)

5.4 DES will increase the knowledge of regulators and the regulated community, thereby reducing the need for enforcement, not just the amount of enforcement.

5.4.1 DES, with its partners, will continue to provide on-going training for those who must comply with state environmental requirements in both the public and private sectors. (Target: Commence by 2010, and Ongoing)

5.4.2 DES will evaluate, and establish where necessary, formal education or training requirements for those DES programs that currently do not offer such continuing education opportunities for their constituents. (Target: Commence by 2014, and Ongoing)

5.4.3 DES will establish training programs for all staff in regulatory programs to ensure that they have a sound foundation in both substance and procedures. (Target: Commence in 2011, and Ongoing)

5.5 DES will encourage environmental behavior that is above and beyond minimum compliance.

5.5.1 DES will maintain an array of programs to encourage “beyond compliance” behavior. (Target: Commence by 2010, and Ongoing)

5.5.2 DES will establish standard operating procedures for providing positive public recognition of outstanding and beyond compliance environmental practices and outcomes. (Target: Commence by 2011, and Ongoing)

Goal 6: DES provides high-quality customer service.

6.1 DES will provide prompt, knowledgeable, consistent, fair, and clear responses to inquiries from customers.

6.1.1 DES will ensure that its “Customer Service Standards” policies and procedures are continuously improved, widely communicated, and fully adhered to by all staff. (Target: Commence in 2010, and Ongoing)

6.1.2 DES will provide consistent, effective, and customer-service oriented “live” front-desk and phone access. (Target: Commence in 2010, and Ongoing)

6.1.3 DES will conduct mandatory customer service training for its employees on a regular and sustained basis. (Target: Commence by 2010, and Ongoing)

6.2 DES will ensure easy access to information and maintain a proactive approach to information dissemination.

6.2.1 DES will improve, and increase as necessary, public forums and opportunities (including remote learning) for disseminating information on environmental issues. (Target: Commence in 2010, and Ongoing)

- 6.2.2 *DES will continuously upload as much key content as possible to the DES website to better fulfill customer needs. (Target: Commence by 2010, and Ongoing)*
- 6.2.3 *DES's website will include functionality to allow customers to conduct on-line credit card transactions such as purchasing documents, registering for courses, and paying license fees. (Target: Commence in 2010, and Ongoing)*
- 6.2.4 *DES will create a centralized, web-searchable document library to include such items as quality assurance project plans, rules, grant information, site-specific information, key correspondence, and photos. (Target: Commence by 2010)*
- 6.2.5 *DES will enhance and expand its web-based One-Stop System to be as customer-friendly, comprehensive, and useful as possible. (Target: Commence by 2010, and Ongoing)*
- 6.3 **DES will ensure that it has the customer feedback information it needs to continuously improve customer service.**
 - 6.3.1 *DES will develop and implement effective methods for measuring customer satisfaction and providing customer feedback to its programs and leadership. (Target: Commence in 2011, and Ongoing)*
- 6.4 **DES will place a high value on, and take pride in, providing top-notch customer service.**
 - 6.4.1 *DES, as part of the annual employee performance review process, will regularly assess customer service expectations and performance for each of its employees. (Target: Commence by 2011, and Ongoing)*
 - 6.4.2 *DES will create and maintain an "Exemplary Customer Service Award Program" for DES employees. (Target: Commence by 2010, and Ongoing)*
- 6.5 **DES will strive for a strong customer-centric, continuous improvement ethic that pervades all Department operations.**
 - 6.5.1 *DES will conduct Lean training on a continuous basis, develop and implement Lean management system standard operating procedures, and continuously undertake Lean projects. (Target: Commence by 2010, and Ongoing)*
 - 6.5.2 *DES, as part of the annual employee performance review process, will regularly assess continuous process improvement expectations and performance for each of its employees. (Target: Commence by 2011, and Ongoing)*

Goal 7: DES is one of the most desirable employers in state government.

- 7.1 **DES will encourage and support the career development of its employees.**
 - 7.1.1 *DES will establish effective employee career ladder programs for advancing through technical, scientific, and administrative careers. (Target: Commence in 2011, and Ongoing)*
 - 7.1.2 *DES will have in place a formal orientation and integration program for newly-hired and newly-promoted employees to provide access to the information, systems, and tools necessary to ensure their success. (Target: Commence by 2011, and Ongoing)*
 - 7.1.3 *DES will advocate for the establishment of equity between the administrative classifications and the technical and scientific classifications with respect to career advancement potential and labor grade. (Target : Commence in 2012)*

7.1.4 DES will develop opportunities for expanded intra- and inter-departmental staff cross-training and job-sharing to better serve the public, increase staff knowledge, and to enhance cooperation among related state agencies. (Target: Commence in 2011, and Ongoing)

7.2 DES will support the professional needs and health and well-being of its employees.

7.2.1 DES will authorize flexible, alternative work schedules for eligible positions, allowing for variable start times, compressed work weeks, and telework options. (Target: Commence by 2010, and Ongoing)

7.2.2 The DES facility, and the facilities of the other state agencies located along Hazen Drive, will be recognized as a distinct state campus, and will maintain and share resources such as auditoriums, meeting rooms, video-teleconferencing facilities, gym facilities, and a day-care facility. (Target: Commence by 2014, and Ongoing)

7.2.3 DES will recognize the importance of work-life balance, and will value and acknowledge the voluntary activities of its employees. (Target: Commence by 2010, and Ongoing)

7.2.4 DES will establish an Employee Wellness Program to provide educational initiatives and events focusing on healthy lifestyle choices, as well as to encourage and provide opportunities for increased physical activity. (Target: Commence by 2010, and Ongoing)

7.3 DES will demonstrate that it has earned the public's trust and the employees' pride.

7.3.1 DES will continue to actively manage recognition of Department and individual professional achievements and the attainment of environmental milestones through official publications and communications across all media formats. (Target: Commence by 2010, and Ongoing)

7.3.2 DES will encourage employee contributions to professional journals and conferences to further scientific, technical, and policy advancement. (Target: Commence in 2010, and Ongoing)

7.3.3 DES will continually ensure that the most efficient, effective, and innovative workplace practices are employed by including evaluation and measurement of these efforts in individual job descriptions, performance reviews, and the DES Measures Tracking and Reporting System. (Target: Commence in 2011)

7.4 DES will be an environmental leader in all of its operations.

7.4.1 DES, in partnership with the Department of Administrative Services and other pertinent agencies, will strive to reduce the cumulative environmental "footprint" of all of its operations through such measures as energy efficiency and water conservation, reuse and recycling, and continuous internal environmental education and outreach. (Target: Commence by 2010, and Ongoing)

7.4.2 DES will develop deeper partnerships with, and continue to provide leadership and assistance to, other state agencies to help them reduce their environmental footprints. (Target: Commence in 2011, and Ongoing)

7.4.3 DES's written communications will be predominantly through the efficient use of electronic media and programs to minimize costs and natural resource consumption. (Target: Commence by 2011, and Ongoing)

7.4.4 DES will continue to use its financial leverage to help increase environmental awareness and stewardship in the marketplace through the informed procurement of environmentally-preferable goods and services. (Target: Commence in 2011, and Ongoing)

- 7.5 DES will endeavor to recruit and retain the highest caliber and environmentally-committed staff.**
- 7.5.1 DES staff will complete surveys on a biennial basis to provide data to the Senior Leadership Team on employee satisfaction, process improvements, and strategic planning as a component of an ongoing engagement process. (Target: Commence by 2012)*
 - 7.5.2 DES will continue to recognize and reward exceptional staff performance. (Target: Commence by 2010, and Ongoing)*
 - 7.5.3 DES will encourage staff to pursue career development and educational opportunities. (Target: Commence by 2012 and Ongoing)*
- 7.6 DES will employ practices that ensure institutional knowledge transfer for a stable, lasting, and well-integrated organization.**
- 7.6.1 DES will develop and maintain a formal and comprehensive process for workforce analysis, planning, and development programs to meet the specific needs of the Department. (Target: Commence by 2011, and Ongoing)*
 - 7.6.2 DES will establish effective knowledge transfer procedures. (Target: Commence by 2010, and Ongoing)*
 - 7.6.3 DES will continually review and designate key programs and positions, and establish and support the mentoring programs necessary for continuity of service. (Target: Commence by 2012)*
 - 7.6.4 DES will develop and periodically test a Continuity of Operations Plan (COOP) to ensure that the agency can continue to carry out its mission-critical functions in the event of a major incident at its primary location. (Target: Commence by 2010, and Ongoing)*