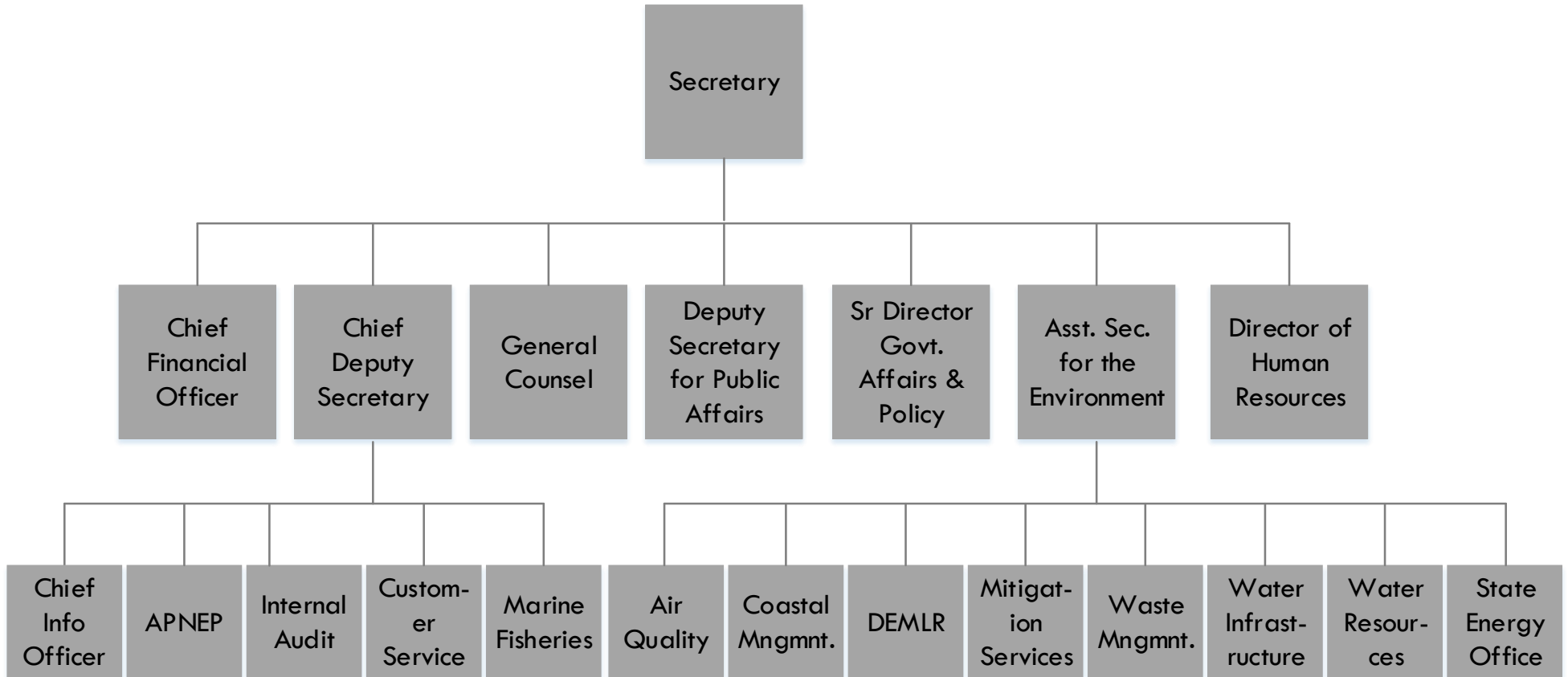


Exhibit 5: DEQ Current Organizational Structure, Layers, and Span of Control for Directors of Units/Divisions



Notes: The Chief Information Office is included in the chart but not in this report's analysis because it is funded outside of DEQ. APNEP stands for the Albemarle-Pamlico National Estuary Partnership. DEMLR stands for the Division of Energy, Mineral, and Land Resources.

Source: Program Evaluation Division based on BEACON data from June 30, 2019.

Exhibit 19: Identified Permits Meet Recommended Components of Best Practices to Different Extents

DEQ Unit	DEQ Permit	Customer Service		Use of Technology		Internal Management				Overall Score
		Flow charts & checklists prior to applying	Single point of contact*	Permit tracking dashboard	Electronic submit app	Has timeliness standard	Allows revision of apps	Formal feedback mech for applicants	Formal review of permit process	
Air Quality (DAQ)	Construction and Operation (Greenfield)	◐	●	●	○	●	●	○	○	56%
	New Source Review Air /Prevention of Significant Deterioration (PSD)	●	●	●	○	●	●	○	○	63%
	Small/Synthetic Minor	◐	●	●	○	●	●	○	○	56%
	Title V Modification	◐	●	●	○	●	●	○	●	69%
Energy, Mineral, and Land Resources (DEMLR)	Erosion & Sediment Control COA	●	●	○	○	●	●	●	○	63%
	Erosion & Sediment Control COA-Express	●	●	○	○	●	●	●	○	63%
	Geophysical Exploration	●	●	○	●	○	●	○	○	50%
	Mining	●	●	○	N/A	●	●	●	○	71%
	NPDES Stormwater	◐	●	●	●	○	●	●	○	69%
	State Stormwater (Indiv. & General)	◐	●	●	○	●	●	●	○	69%
	State Stormwater (Indiv. & General) - Express	◐	●	●	N/A	●	●	●	○	79%
Water Resources (DWR)	Animal Waste (NPDES)	○	○	○	●	●	●	●	○	50%
	Animal Waste (State)	○	○	○	●	●	●	●	○	50%
	Central Coastal Plain Capacity Use Area/ Registration	◐	●	●	●	○	●	●	○	69%
	Industrial User Pretreatment	○	●	○	○	●	●	●	○	50%
	In-situ Groundwater Remediation	○	○	●	○	●	●	●	○	50%
	NPDES Wastewater	◐	●	●	○	○	●	●	●	69%
	Reclaimed Water Systems (Wastewater)	●	○	●	●	●	●	●	○	75%
	Wastewater Irrigation Systems (Wastewater)	●	○	●	●	●	●	●	●	88%
	Wastewater/Groundwater Lab. Crt.	◐	○	○	●	○	●	●	○	44%

● = Fully meets ◐ = Partially meets ○ = Does not meet

Notes: COA is certificate of approval. CRT is certification. NPDES is the National Pollutant Discharge Elimination System. N/A in relation to electronic submission represents the fact that legislations requires these permits to be submitted in hard-copy. Total score is adjusted for permits without timeliness standards. *All units provide points of contact for permit applicants; however, this variable measures whether a specific point person per permit exists. Source: Program Evaluation Division based on academic and practitioner literature and data from DEQ.