

Chapter VI. Guide to Agency Programs

1. A NOTE ON RECENT TNRCC RESTRUCTURING:

In the years since its creation in 1993, the Texas Natural Resource Conservation Commission has moved aggressively to consolidate the state's former environmental agencies in order to eliminate duplication in programs, increase operating efficiency and close gaps in agency performance. To do this, the agency has moved from organization along rigidly separated air, water and waste lines to a more streamlined form of organization that emphasizes function and multi-media approaches to regulation, compliance, enforcement and technical assistance. This organizational approach was further reinforced in 1997, when the agency undertook, with the assistance of expert technical organizations, a comprehensive review of its business processes and use and management of information. The outcomes of these projects led to plans for further consolidation of agency programs during the past three years, culminating in the most recent consolidation of regulatory programs in 1999.

During the period covering the Texas Natural Resource Conservation Commission Self-Evaluation Report, the agency has undergone several important reorganizations aimed at streamlining operations and improving efficiency. The TNRCC has organized multimedia offices for Compliance and Enforcement and Field Operations, Small Business and Environmental Assistance, Office of Environmental Policy, Analysis and Assessment, and the Office of Legal Services.

Several of these organizational efforts were recommended by the agency's Business Process Review (BPR), which is summarized in Chapter X. "Additional Information Concerning the TNRCC" of this report.

On June 25, 1999, the TNRCC's commissioners voted to endorse implementation of the remaining BPR recommendations, and approved a restructuring of agency programs which is to be completed in October of 1999. Major changes include:

- Abolition of the current media-based offices of Air, Water and Waste in order to establish a uniform and consistent permitting process in one office.
- Establishment of a process/functionally organized Office of Permitting to facilitate efficiency and opportunities for reallocation of resources.
- Appointment of a deputy director for the Office of Permitting to offer regulated entities and the public a single point of contact and direct access to agency permitting.
- Consolidation of all planning and assessment functions into the Office of Environmental Policy, Analysis and Assessment to strengthen the agency knowledge base.

The recommended changes will provide a management and operational structure focused on consistent application of policy and procedures for planning and permitting. In addition, the recommended organizational structure will provide a mechanism for cross-training staff in air, water and waste processes and will set the stage for future efficiencies through multi-media planning and permitting.

The TNRCC Offices and Divisions affected by this change include:

Office of Permitting: Air New Source Review; Air Operating Permits; Waste Permits; Waste Registration and Evaluation; Wastewater Permits; Water Quantity; Water Utilities; Toxicology; Remediation, and Agriculture and Sludge programs in Water.

Office of Environmental Policy, Analysis and Assessment: Air Quality, Planning and Assessment; Waste Planning; Water/Groundwater Assessment; Water Standards and Assessment; Total Maximum Daily Loads, and Bays and Estuaries.

The arrangement of text in Chapter VI of this report is organized according to the TNRCC's current organizational table, including the newly created Office of Permitting, and the Office of Environmental Policy Analysis and Assessment. The accompanying program summaries, however, reflect program level staffing and funding in place prior to the current restructuring effort. The TNRCC will provide an updated description of staffing and funding by October, 1999, in order to more accurately reflect the budget and functions of the Office of Permits and the Office of Environmental Policy Analysis and Assessment.

2. NOTES ON THIS CHAPTER:

Regulatory Programs - It is important to note that regulated entities receive similar services from various permit divisions within the agency's Office of Permitting. For example, one entity could have separate permits covering air emissions, wastewater discharges, and hazardous waste treatment/storage/or disposal, based on differing requirements and environmental impacts.

Therefore, except as described in individual program descriptions, no program internal or external to the division provides functions or services that are identical for the same types of facilities and environmental impacts.

Inspection & Enforcement - Unless otherwise noted, the inspection and enforcement functions associated with agency regulatory programs are described under the Office of Compliance and Enforcement section.

Shared Jurisdiction - For all major environmental program areas, the TNRCC shares jurisdiction with the Texas Railroad Commission over oil and gas activities and this joint responsibility has been managed through Memoranda of Agreement between the two agencies.

Funding- Unless otherwise noted, references to agency funding throughout this report, as well as this section, are based on agency divisions, structure and funding information as of June, 1999. Funding information is being updated at the time of the publication of this report, and future supplements will be provided discussing funding by agency strategy, program organization and division after October 1, 1999. The future update will be provided in order to better reflect the program organization of the TNRCC following completion of the latest phase of an organizational restructuring recommended by the 1997 Business Process Review.

Figure 2
TNRCC
Organization
 June 30, 1999

