



DEPARTMENT OF MINES, MINERALS AND ENERGY STRATEGIC PLAN

July 1, 2018 – June 30, 2020

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DMME STRATEGIC PLAN 2018-2020

OUR MISSION

We enhance the development and conservation of energy and mineral resources in a safe and environmentally sound manner to support a more productive economy.

OUR VALUES

In Dealing With Our Customers, We Value:

- Operating with a high sense of ethics, honesty, and integrity.
- Demonstrating fairness, respect, responsiveness, straightforwardness, and deliberateness in our actions and communications.
- Functioning in a competent and knowledgeable manner, which emphasizes such principles as: consistency in service provision; attentiveness to customer's needs and their organizational and operational requirements; and being firm, yet flexible, in delivering services which focus on safety, energy, the environment, and economic development.
- Operating in a seamless manner to deliver quality customer services.

In Dealing With Each Other, We Value:

- Recognizing each other's outstanding accomplishments.
- Setting priorities to ensure that critical/essential services are delivered with quality by staff that are properly supported and equipped with adequate resources.
- Meeting the requirements of the law and externally driven policies, but always being innovative where flexibility exists.
- Innovation and creativity, acknowledging that mistakes will be made from which we can learn.
- Trust and mutual respect.
- Doing the right things, ethically and honestly.
- Developing and training ourselves.
- Going beyond normal duties to help others and to seek and provide accurate and helpful advice.
- Openly communicating agency plans and decisions and, therefore, recognizing each other's need for information and understanding.
- Assuming accountability for work quality, while at the same time, accepting responsibility for working seamlessly.
- Dealing with tough situations by keeping a sense of humor and being "good sports".
- Our safety and well-being.



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OUR PLAN

◆◆◆◆GOAL NO. 1◆◆◆◆

1.00.00 Provide for safe and environmentally sound stewardship of Virginia's mineral and energy resources.

◆◆◆OBJECTIVE◆◆◆

1.01.00 To eliminate accidents, injuries, and fatalities at DMME regulated sites through June 30, 2020.

◆◆STRATEGIES◆◆

1.01.01 DM, DMM and DGO, with assistance from DMLR, will conduct inspections to identify and eliminate unsafe conditions and practices.

◆ACTIVITIES◆

A. DM will review and evaluate their risk assessment program by **December 31, 2018.**

1.01.02 DM, DMM, DMLR and DGO will investigate accidents, incidents and complaints and take actions to prevent future occurrences of unsafe acts and conditions.

1.01.03 DM, DMM and DGO will assist operators with safety issues upon request.

1.01.04 DM, DMM and DGO will conduct safety training for miners and oil and gas workers.

1.01.05 DMME will disseminate information to customers on workplace safety.

1.01.06 DMME will measure the serious personal injury-fatality incident rate and the percentage of safety violations eliminated by the violations' due dates.

◆◆◆OBJECTIVE◆◆◆

1.02.00 To reduce environmental and public safety hazards across the Commonwealth through June 30, 2020.

◆◆STRATEGIES◆◆

1.02.01 DMM, DMLR, and DGO, with support from DGMR, will conduct inspections and investigate complaints in accordance with applicable laws/regulations.



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1.02.02 DMM, DMLR, and DGO, with support from DGMR, will review permit applications, renewals, and amendments in a timely manner.

◆ACTIVITIES◆

A. DMLR will pursue funding from the EPA to manage the NPDES ICIS reporting program.

1.02.03 DMM, DMLR and DGO, with support from DGMR and DM, will respond to public health/safety concerns and environmental issues.

◆ACTIVITIES◆

A. These Divisions will consider additional opportunities to improve water quality by establishing partnerships (e.g. Clinch Powell Clean Rivers Initiative).

1.02.04 DMM, DGO and DMLR will assist operators with reclamation issues upon request.

1.02.05 DMME will cooperate with local, state, and federal agencies to eliminate adverse environmental conditions and public safety hazards.

◆ACTIVITIES◆

A. DGMR will assist VDEM as part of the Risk Reduction Initiative to identify existing resources within state agencies to reduce the risk of natural hazards.

B. DGMR will provide geo-hazard information as part of regional hazard mitigation planning in conjunction with DGMR's economic development activities.

C. DMLR and DMM will collaborate with DEQ and the EPA to utilize Brownfields funding to eliminate environmental and public safety hazards on orphaned and abandoned mine sites.

1.02.06 DMM, DGMR, DGO, and DMLR will inventory, prioritize and reclaim abandoned, orphaned and bond forfeited sites.

◆ACTIVITIES◆

A. DMLR and DGMR will share landslide reports and geospatial information monthly.

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- B. DMLR and DMM will collaborate to share resources on abandoned coal mines in the Richmond Coalfields.
- C. DMLR and DMM will collaborate to reclaim outstanding bond forfeitures.
- D. DMM, DGO and DMLR, with the assistance of DGMR, will use newly released LiDAR technology (high-resolution digital elevation data) to inventory abandoned and orphaned sites.

1.02.07 DMM, DMLR, DGMR, and DGO will pursue funding opportunities to advance the elimination of adverse environmental, public safety and geologic hazards.

◆ACTIVITIES◆

- A. DMM will pursue funding through the National Park Service to reclaim orphan mine sites in Shenandoah National Park.

1.02.08 DMM, DGO, and DMLR will promote and support awards programs, recognizing outstanding contributions to reclamation within the Commonwealth.

1.02.09 DGMR will investigate and report on geologic hazards and provide mitigation recommendations.

◆ACTIVITIES◆

- A. DMLR will collaborate with DGMR to utilize new drone technology in geologic hazard investigations.
- B. DGMR will use newly released LiDAR technology to update and improve our landslide and karst inventories.
- C. DGMR will create an ArcGIS Online geo-hazards webmap application by **12/31/2018**.
- D. DGMR will utilize new research-grade seismometers to investigate complaints related to induced and natural seismicity.

1.02.10 DMME will increase availability and accessibility of data about adverse environmental conditions, public safety and geologic hazards to our customers.

1.02.11 DMME will measure off-site impacts, percentage of timely initial permit application approvals, violations within work areas that present potential public safety hazards (red zones), and percentage of environmental violations successfully eliminated by the due date. DMME will measure the



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number of acres reclaimed and other related measures. The Office of Public Information (OPI) will track social media metrics.

◆◆◆OBJECTIVE◆◆◆

1.03.00 To increase the health, safety, and environmental knowledge and skills of mineral and fossil fuel extraction workers through June 30, 2020.

◆◆STRATEGIES◆◆

1.03.01 DM and DMM will train and certify miners so that mine sites are safe and miners work safely.

1.03.02 DM and DMM will develop, share, and provide certification and testing materials.

◆ACTIVITIES◆

A. DM and DMM certification personnel will evaluate each division's online training and certification programs in order to improve customer service by **October 31, 2018**.

1.03.03 DMME regulatory divisions will develop and share training and educational materials on safety and environmental topics, and provide these to industry.

◆ACTIVITIES◆

A. DM and DMM training staff will collaborate on cross-industry safety materials.

B. The Education and Training Workgroup (ETW) with the assistance of division directors will complete collection of available educational materials for the electronic Educational Materials Library by **October 31, 2018**.

C. The ETW will provide the list of materials to DMME personnel by **January 31, 2019**.

D. The ETW will develop an outline for an online Educational Materials Library and submit the outline request the Strategic Team by **March 31, 2019**, for approval.

1.03.04 DMM will develop and share reclamation education materials by **November 30, 2018**.

1.03.05 DMME will provide operator assistance on significant emerging issues.



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1.03.06 DMME will measure the number of miners trained, the number of certifications issued, training evaluation survey results, examination pass/fail rates, and the reduction of occurrence of safety and environmental violations.

◆◆◆◆GOAL NO. 2◆◆◆◆

2.00.00 Encourage economic development through the sound stewardship of Virginia's energy, mineral, land, and water resources.

◆◆◆OBJECTIVE◆◆◆

2.01.00 To collaborate with stakeholders to ensure the effective deployment of available resources for economic development opportunities.

◆◆STRATEGIES◆◆

2.01.01 DE will lead development of a goals focused Virginia Energy Plan (VEP) by **October 1, 2018**.

◆ACTIVITIES◆

- A. DE Director will request subject matter expertise and other contributions from other divisions to the VEP in order to receive input by **June 15, 2018**.
- B. DMME Chief Deputy will design a process for receiving stakeholder input to the VEP, employing a web portal by **June 15, 2018**.

2.01.02 DE will work with Virginia Economic Development Partnership (VEDP), Port of Virginia and other stakeholders to market Virginia's competitive advantage to attract the offshore wind energy supply chain.

◆ACTIVITIES◆

- A. Issue an RFP to secure a consultant to develop a roadmap to market Virginia as the east coast offshore wind supply chain and service industry location of choice.
- B. DMME Chief Deputy will lead the workforce development, economic incentives, and partnership-building components of the RFP.
- C. DMME Chief Deputy will develop a website that will highlight economic opportunities for the offshore wind industry by **July 31, 2018**.



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2.01.03 DMME will oversee the AML Pilot Program to promote economic development in Southwest Virginia.

◆ACTIVITIES◆

- A. The Chief Deputy will develop a marketing plan to inform prospective applicants of AML funding opportunities and report on project successes.
- B. The Chief Deputy will explore and identify project opportunities that align with DMME priorities.
- C. The Public Relations Manager will work with OMIS to create dedicated webpages soliciting proposals, describing guidelines, and highlighting successes.
- D. The AML Pilot Program Advisory Group will solicit proposals by **December 1, 2018**.
- E. The AML Pilot Program Advisory Group will review and select unique reclamation projects by **February 28, 2019**.
- F. The Public Relations Manager will work with OMIS to include the AML Pilot Program and other DMME funding opportunities on the DMME website.

2.01.04 DE will collaborate with stakeholders to develop and implement programs to invest Volkswagen Environmental Mitigation Trust funds.

◆ACTIVITIES◆

- A. DE Energy Program Manager will support the development and implementation of an electric vehicle (EV) charging network across Virginia by **June 30, 2020**.

2.01.05 DE will expand energy financing programs, including carbon trading regulation funds and Commercial Property Assessed Clean Energy (C-PACE), to provide local financing for energy investments.

◆ACTIVITIES◆

- A. DE will coordinate with the Attorney General's office and Virginia Small Business Financing Authority to use the Virginia SAVES process to administer carbon regulation funds (Regional Greenhouse Gas Initiative, or RGGI)
- B. The Energy Financing Program Manager will coordinate with local governments to provide resources on C-PACE.

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- 2.01.06** DE will support the installation of solar energy systems at four state agency facilities by **June 30, 2019**.
- 2.01.07** DGMR's Economic Geology Section and DMM will provide geologic, mineral, and energy resource information to planners to support informed decision-making.
- 2.01.08** DGMR will update the 1993 1:500,000-scale geologic map of Virginia to digital format.
- 2.01.09** VEMP Manager will continue VEMP programs and explore ways to improve their effectiveness.
- 2.01.10** VEMP manager will continue work on energy consumption best practices and reporting for state facilities.

◆ACTIVITIES◆

- A. Publish an energy consumption data visualization tool and dashboard by **October 31, 2018**.
 - B. Perform data cleanup on the top 100 electric accounts by **June 30, 2019**.
- 2.01.11** DE will continue to work with stakeholders to explore opportunities to expand renewable energy and energy storage deployment.
 - 2.01.12** DGMR will continue to analyze offshore sand deposits for future beach restoration and to assess the feasibility of mineral extraction.
 - 2.01.13** DGMR will continue to produce geologic maps in ongoing project areas.
 - 2.01.14** DGMR and DMM will continue to preserve geologic data.
 - 2.01.15** DMME will evaluate and measure the following and report quarterly to the Strategic Team:
 - Number of jobs/businesses/infrastructure created.
 - Number of visitors/communities served.
 - Customer survey results from all divisions.
 - Energy savings under energy performance contracting.
 - Number of participants in and revenue generated from demand response program.



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- Percentage of targeted areas with completed geologic mapping
- Website analytics and unique visit frequency.

◆◆◆OBJECTIVE◆◆◆

2.02.00 Pursue economic development opportunities through stakeholder collaboration through June 30, 2020.

◆◆◆STRATEGIES◆◆◆

2.02.01 DE, in partnership with VEDP, the Virginia Port Authority, and other stakeholders, will seek funding and collaboration opportunities to attract wind energy businesses to the Commonwealth.

2.02.02 DMLR and DM will work with DEQ to obtain a list and/or description of Brownfield criteria as it relates to coal and mineral mining by **March 31, 2019**.

2.02.03 DMLR and DMM will create web maps to display potential post-mine land use sites for uses such as solar, wind, and water.

◆◆ACTIVITIES◆◆

A. The Renewables Program Manager will provide selection criteria developed by JMU Center for Wind Energy by **July 31, 2018**.

B. DE will share this data with VEDP, trade associations and other stakeholders.

C. The DGMR Economic Geology Section will assist with outreach to Land Use planners.

2.02.04 Economic Development Group will provide DMLR and DMM a list of possible post-mineland use opportunities to be distributed to operators during the permit review process by **January 31, 2019**.

2.02.05 DMME will assess potential for development of rare earth element and critical mineral resources.

◆◆ACTIVITIES◆◆

A. DMLR will assist DGMR to seek funding and compile existing data regarding identification of potential locations containing rare earth element and critical minerals.



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2.02.06 DGMR's Economic Geology Section will pursue revenue generating partnerships with local planners.

◆ACTIVITIES◆

A. DGMR, with assistance from DA, will develop pricing framework for custom geologic and mineral resource mapping services to be offered to planners by **December 1, 2018**.

2.02.07 The Economic Development Group (EDG) will develop concept papers on how DMME can deploy resources for targeted water, agriculture and renewable energy economic development projects.

◆ACTIVITIES◆

A. The EDG will assign members to three groups (water, agriculture and renewable energy) to complete concept papers by **December 31, 2018**, and present at the **January 2019** Strategic Team meeting.

B. The EDG will coordinate with the Strategic Team on participation in the newly-formed Virginia Water Resources Infrastructure Group.

2.02.08 DE Staff will work with the Virginia Solar Energy Development and Energy Storage Authority to develop a comprehensive work plan with a specific component that will examine the true value of energy storage.

2.02.09 DMME will evaluate and report:

- Number of energy efficiency & renewable energy businesses or projects assisted.
- Customer survey results.
- Amount of solar energy installed on state facilities.
- Megawatts of renewable capacity added.
- Percentage of alternative fuel vehicles and stations.
- Progress reported by the EDG.

◆◆◆◆GOAL NO. 3◆◆◆◆

3.00.00 Enable DMME personnel to perform at their full potential.

◆◆◆OBJECTIVE◆◆◆

3.01.00 To enable all employees to excel in meeting the objectives established in their Employee Work Profile (EWP) through June 30, 2020.



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◆◆STRATEGIES◆◆

3.01.01 DMME will promote the Employee Recognition Program in order to acknowledge and celebrate employee contributions to our mission.

◆ACTIVITIES◆

- A. The Strategic Team will consider the adoption of the revised Employee Recognition Program (ERP) plan at their **August 2018 meeting**.
- B. The Department Employee Recognition Team (DERT) will provide the revised ERP changes to OMIS to post on the DMME intranet within 60 days of adoption.
- C. DERT members in each division will explain the DERP (DMME Employee Recognition Program) changes at staff meetings following the adoption.
- D. Division directors, with DERT member and staff input, will continue to plan and hold annual divisional events to celebrate staff contributions.
- E. DERT will post the 2019 Public Service Week (VPSW) dates on the DMME calendar so divisions can plan and hold celebratory events.
- F. Division directors will collaborate and offer one nomination for each category of the Governor's Awards for Public Service.
- G. The Offices of Public Information (OPI) and Human Resources (OHR), with input from each division, will identify options for an annual Departmental-wide celebration, and develop incentives to attend.
- H. DERT will explore new incentives for employees that participate in activities outside their core responsibilities. DERT will submit suggestions to the Strategic Team by **January 2019**.

3.01.02 DMME will utilize internal and external expertise to provide training applicable to all employees.

◆ACTIVITIES◆

- A. The Training Team will schedule agency-wide training on a quarterly basis led by DMME employees on applicable topics beginning **October 1, 2018**.
- B. The Performance Evaluation Team will include employee training progress as part of the evaluation process.
- C. DMME will incorporate training in division, section and staff meetings.
- D. Supervisors will ensure resources are available for individual training (i.e. Skillsets).
- E. Supervisors will encourage employees take advantage of training opportunities.

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- F. The Facilitation Team will consider incorporating employee and/or supervisor round tables into off-year planning activities.
- G. Each employee will identify and include a minimum of one training class in the EWP such as National Technical Training Program (NTTP), MSHA training, and applicable Skillsets courses.

3.01.03 DMME will pursue leadership training to further develop agency personnel.

◆ACTIVITIES◆

- A. DMME Director, Deputy Director, Division Directors and OHR will identify positions for external mandatory leadership training including candidates for the Performance Management Group.
- B. OHR, with assistance from Division Directors, will identify specific types of training required for their respective employees and report to the Strategic Team.
- C. OHR will reach out to all colleges and universities local to respective offices to identify potential learning opportunities
- D. The Training Team will identify low cost or free solutions already being utilized by other state organizations.
- E. Information obtained will be reported to the Strategic Team by the **January 2019 meeting**.

3.01.04 DMME will develop an agency-wide succession plan, in compliance with Chapter 527 of the 2017 Acts of Assembly.

◆ACTIVITIES◆

- A. The Human Resources Director, with the assistance of the Division Directors, will submit a succession plan to the Strategic Team by **December 31, 2018**.
- B. Upon the vacancy of a position, Division Directors will collectively evaluate current and anticipated Department needs and resources to determine the need for replacement or modification of job duties.

3.01.05 DMME will evaluate the performance process to improve the development of employees.

◆ACTIVITIES◆

- A. The Performance Evaluation Team (PET) will continue its efforts to improve and develop the performance evaluation process, delivering its recommendations to the Strategic Team by its **fall 2018 meeting**.

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- 3.01.06** The performance evaluation process will be used to determine if DMME has enabled employees to excel in meeting objectives established in their EWP.

◆◆◆OBJECTIVE◆◆◆

- 3.02.00** To pursue new resources and manage current programs through June 30, 2020.

◆◆STRATEGIES◆◆

- 3.02.01** DMME will develop a resource plan to identify and reserve resources (funding and personnel) to meet the objectives of the regulatory divisions in the coalfields.

◆ACTIVITIES◆

- A. The appropriate DMME Directors and other appropriate personnel, in collaboration with OFS, will project the necessary resources to fulfill the regulatory divisions' primary functions through the year 2020.
- B. The resource plan will be completed by **April 1, 2019**, and presented to the Strategic Team at the next meeting.

- 3.02.02** DMME Directors and Supervisors will encourage employees to participate in new activities outside their core responsibilities for which they will be incentivized.

◆ACTIVITIES◆

- A. DERT will develop incentive ideas and submit them to the Strategic Team by **January 2019**. Some incentives may include related or desired training that may have been previously unavailable due to budget restraints, etc., or recognition leave.

- 3.02.03** Division Directors and Supervisors, with assistance from OHR, will develop a strategy to select a champion for special assignments.

◆ACTIVITIES◆

- A. The champion of the special assignment will use the Innovation Station to receive applications from interested DMME personnel.
- B. Division Directors and Supervisors will reach out to employees they feel would be a good fit in the event more assistance is needed.



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C. The champion and participants of each special assignment will complete an “exit interview” to discuss successes and failures and report results to the Division Directors.

3.02.04 Each DMME Team Leader will review their team’s functions, description, and membership and provide updates to the Executive Administrative Assistant by **October 1, 2018**.

◆ACTIVITIES◆

- A. The Emergency Response Coordinator will facilitate the merge of the Emergency Response and Mine Rescue Teams by **September 30, 2018**.
- B. The DERT leader will facilitate the merge of the Employee Recognition and the Super Service Awards Teams into the DERT.
- C. The Economic Development Work Group team leader will facilitate the merge of the Groundwater Resource Management’s Group Work into the EDWG.
- D. The Training Team leader will facilitate the merge of the Education and Training Work Group and the Training Team.
- E. Team Members and Supervisors will update their EWPs to capture the work related to team participation of the previous Public Outreach, Internet, Intranet, and Wellness Teams by **October 25, 2018**.

3.02.05 DMME will evaluate customer survey results, grant-related metrics, and other evaluations to assess the efficient use of resources and effective management of programs.

◆◆◆OBJECTIVE◆◆◆

3.03.00 To continuously improve DMME’s organizational and staff capabilities through June 30, 2020.

◆◆STRATEGIES◆◆

3.03.01 DMME will develop and schedule an off-year planning event to review and make necessary revisions to the Strategic Plan.

◆ACTIVITIES◆

- A. The Facilitation Team will solicit input from agency personnel, utilizing the Innovation Station.

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- B. The Facilitation Team will develop a list of options for an off-year planning event and present it to the Strategic Team for review at the **July 2018 meeting**.
- C. At a minimum, the Facilitation Team should consider the following for each option:
- Budget.
 - Number of Attendees and Method of Selection.
 - Location.
 - Lodging.
 - Transportation.
 - Work and Activities Schedule.
 - Leave Considerations.

3.03.02 The Director of Policy & Planning, with the assistance of the Division Directors, will reconfigure the DMME 2025 Task Forces to maximize its effectiveness as a change agent.

3.03.03 DMME will actively train and mentor new employees.

◆ACTIVITIES◆

- A. Supervisors will provide opportunities for diverse training from multiple inter-divisional personnel.
- B. OPI will assist divisions in the creation of “who we are” videos by **July 1, 2019**.

3.03.04 The Strategic Team will monitor the progress of all improvement initiatives.