

## **“Leading DEQ in Uncertain Times”**

Mark:

1. Some of us remember when DEQ was created in 1993, but most of us probably don't know the back story. Without divulging any “state secrets,” can you give us some insight on how and from whom the idea of a separate DEQ came up, and the process of getting from there to the authorizing legislation?
2. What were some of the greatest challenges in getting DEQ up and running?
3. EFO came into existence around the same time as DEQ. Was there a connection between those two developments? In general, what was industry's viewpoint on the creation of the new agency? What was the relationship between industry as a whole and DEQ during the first decade or so of DEQ's existence?
4. What was the nature of the relationship between DEQ and EPA during the tenure?
5. What do you consider to be some of the most significant achievements of the agency during your tenure as Executive Director of DEQ, from 1993 to 2002?
6. From your perspective, how has the landscape changed from when you were Executive Director to today – environmentally, politically, socially, etc.? How does that impact the way DEQ functions or needs to function? How does it impact the relationship between DEQ as regulator and the regulated community?

Scott:

1. You moved from Director of a Division to Executive Director at the end of 2013. How has your experience as Division Director shaped your approach to the Executive Director position? What has been the most surprising or unexpected thing you have discovered about the Executive Director's role?
2. What are some of the most significant agency achievements and some of the most significant challenges you have faced over these past five years?
3. What are some things you would most like to see over the next five years?
4. What is your perception of the relationship between DEQ and EPA these past five years? Between DEQ and industry? On each, is the overall trajectory positive or negative?