



# INDIANA DEPARTMENT OF ENVIRONMENTAL MANAGEMENT

*We Protect Hoosiers and Our Environment.*

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**Eric J. Holcomb**  
Governor

**Bruno L. Pigott**  
Commissioner

October 22, 2021

## Re: Improving IDEM OLQ Billing and Collections Process

Dear IDEM OLQ Customers:

Based on both internal recognition of the problem and a wide range of feedback from our environmental partners, the Indiana Department of Environmental Management's (IDEM's) Office of Land Quality (OLQ) would like you to know we are revamping and improving our billing and collections process to address internal and external concerns. We are currently conducting a process improvement project which involves an in depth analysis of our current process and a subsequent redesign of the process. Our overall goal is to make our billing:

1. Faster and sent on a standardized cycle - shortening the time between when a service is provided by IDEM staff and when an invoice is sent out;
2. More informative and clear - through simplification of the language and a redesign of the format of the invoice, yet being sufficiently comprehensive for you to determine what you are being invoiced for;
3. Standardized for the OLQ - by consolidating annual fee-based programs as well as those programs authorized for hourly rate cost recovery, into one system; and
4. More responsive – by increasing our focus on customer service with a dedicated OLQ contact for all invoicing issues and questions.

To accomplish this, we will be phasing in the needed changes. Several of these changes we classified as easy to implement and will produce a big impact. Therefore, these “quick wins” will be implemented in the near future. Please look for additional communication regarding these quick wins. Other improvements are more involved and will take longer to implement but we do anticipate a much improved invoicing and payment process in 2022. We thank you in advance for your cooperation in helping us get there.

Should you have questions, please contact me at (317) 234-0337 or via email at [pdorsey@idem.IN.gov](mailto:pdorsey@idem.IN.gov). Thank you.

Sincerely,

Peggy Dorsey  
Assistant Commissioner  
Office of Land Quality



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