

DEPARTMENT OF ENVIRONMENTAL QUALITY

EXECUTIVE DIRECTOR'S OFFICE FY 2005 GOALS

ENVIRONMENT

Establish clear, implementable criteria that define excellence in environmental quality, including standards for air, water, and soil, and for activities in pollution prevention, cleanups, emissions reductions, public education and cost effectiveness of controls.

Measures:

- a. Necessary statutes, rules, and guidance exist.
- b. Regulated customers understand and follow criteria.
- c. The non-regulated customers perceive DEQ programs as fair and protective of health and the environment.

Promote a sustainable relationship between economic development and environmental quality.

Measures:

- a. Stakeholders participate in the development and implementation of environmental policies and programs.
- b. Over time, evaluate environmental data in relation to economic improvements within the region.

Provide leadership in Utah, the western region, and nationally on environmental policy and protection.

Measures:

- a. Evaluate the results of DEQ participation in targeted state, regional, and national policy and regulatory discussions. Identify objectives of participation and achievement of objectives.
- b. Success of legislative, budget, and policy initiatives identified and supported by DEQ.

EDO

Provide an environmental vision for Utah and provide leadership for sustainable environmental quality.

Measures:

- a. Encourage accountability for problem solving at all levels.
 - 1. Application of operating principles
 - 2. A Strategic thinking
 - 3. Mid-year reviews with Divisions and Offices
- b. Customers perceive that DEQ programs are fair and protective of health and the environment - "ask them".
 - 1. Individual wastewater/alternative systems.
- c. Congressional and legislative goals are accomplished (get resources and laws we need.)
 - 1. Sunset reviews – check statutes for sunset dates
 - 2. Coordination during election transition – briefing information
 - 3. Targeted environmental programs and processes improved to meet needs of customers while still protecting environmental quality.

CUSTOMER SERVICE

Both internally and externally operate as a customer-oriented agency by focusing on customer service, building trust and problem solving through cooperative efforts.

- * Recognize that customers include the regulated community, stakeholders, co-workers, and all interested parties.
- * Make timely decisions.
- * Improve coordination with internal and external customers.
- * Provide effective communication, timely and accurate information, and clear direction to customers.
- * Encourage public involvement and informed decision-making.
- * Involve customers in the rulemaking process.
- * Work with customers to solve problems.

Measures:

- a. Decisions and services provided within mutually agreed upon time frames which best meet customers' needs, and provides appropriate environmental protection.
- b. Customer service feedback.

- c. Customer input and feedback during informal and formal stages of rulemaking.

EDO

1. Provide leadership, communicate the expectations, and provide support activities to ensure that divisions and offices work together to resolve problems and address issues.

Reinforce the inter-relatedness of environmental problems and the interdependence of offices and divisions.

Recognize successful collaborative problem solving.

Work with Governor's office and legislators

Follow-up on legislative priorities

2. In the course of doing business we will ask external and internal customers whether we are meeting their needs.

Are we meeting their needs?

What else do they need from us?

Have you seen a change - is it going the right way?

Have we shared feedback?

3. Recognize good work of division directors/managers throughout Department and employees in Department offices.

Use recognition other than money.

Use money.

Provide leadership in establishing and implementing QAT recommendations.

Compile list of state and national awards, application dates and requirements for early preparation

4. "Go the extra mile" to help customers.

Ensure prompt response to letters, phone calls and inquiries. Follow-up.

7 working days response to correspondence from Gov office and EDO.

5. Schedule meetings, avoid (minimize) cancellations and rescheduling, coordinate schedules of Bill and Dianne.

Division and Office directors have calendars available electronically

6. Develop and implement customer service training for Department receptionists (Deb and Bev).

Re-write customer service training manual.

Meeting will be scheduled to meet with Department secretarial staff.

Measures:

- a. DEQ solicits customers= opinions.
- b. Customers accept our recommendations.
- c. Division/office directors ensure prompt and complete customer service.
- d. Receptionists are valued first-contacts in the Department.
 - 1. Follow up meeting with front desk workgroup. Evaluate with Valeria, Eva, Shane and Laurie--is it working?
 - 2. Create a new visitor name badge.

STATE-BASED REGULATION OF ENVIRONMENTAL PROGRAMS

Administer environmental programs and priorities to reflect the unique conditions of Utah. Programs will be administered at the state or local level, wherever appropriate. Actively influence non-delegated federal programs to reflect Utah needs.

Measures:

- a. Primacy is achieved and maintained in those environmental program areas in which it is determined to be in the best interest of the state to receive federal primacy.
- b. Utah issues and DEQ concerns are reflected in state, regional and national environmental policies.

EDO

- 1. Actively promote State/EPA/local partnerships in planning and implementing environmental programs that meet Utah=s needs.
- 2. Inform Governor, Legislators and Congressional Delegation of successful state/federal partnerships and request assistance as needed to maintain workable state/federal relationships.
- 3. Focus on areas of challenges to working together.

Measures:

- a. Establish and maintain regular communication with federal and local partners.

- b. Regular communication with division directors and office directors to support programs (measure could be added value but no interference with management of program.)
 - 1. Open Forum for Division and Office Directors with Dianne and Bill each Monday from 11:00-12:00 to discuss issues.
- c. Problems are solved by partners.
- d. Problems are solved at the appropriate level. They are elevated to Department (EDO) for conflict resolution only after all reasonable attempts of resolution at division/office level have been exhausted.
- e. State leaders are informed on environmental issues and they support Department recommendations.

PARTNERSHIP WITH FEDERAL, STATE, LOCAL AND TRIBAL GOVERNMENTS

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with all levels of government.

- * Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- * The Environmental Services Delivery Plan (ESDP) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and local health departments and local governments.
- * The Performance Partnership Agreement (PPA) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between DEQ and EPA.
- * Focus on teamwork and partnership in identifying and resolving problems.

Measures:

- a. Key problems identified by government partners are addressed and solutions developed and implemented.
- b. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
- c. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services and obtaining adequate resources.

EDO

1. In the course of doing business, ask local government officials how we are doing.
 - a. Bill will visit each LHD individually. Division Directors will be invited.
2. Continue LHD initiatives in SW Utah and the Uintah Basin. ^{CBEP, SW, UB}
3. Partnership Council.

Identify policy issues and work for solution.
Recommend and support implementation of QAT actions.
Utilize Partnership Council as part of the planning process.
Advocate EPA-DEQ-LHD partnership to address community issues.
4. Promote understanding and actions which recognize the importance of implementing workable environmental programs at local level through local government.
5. Emergency Response/Homeland Security.
6. Delivery Plan/Contract. Work with divisions and local health departments to develop mutually accepted plans as a basis for contracts.
7. Provide list of those persons up for election or re-election in state, county and city elections as available.

Measures:

- a. Implementation of QAT recommendations.
- b. Partnership council meets on an ongoing basis.
- c. Identification of priorities/problem solving (track actions).
- d. Feedback from local health departments and local government on DEQ environmental programs.
- e. Delivery plans are revised and used as the work plan for the DEQ/LHD contracts.
- f. Address priorities identified by community-based partnerships. ^{CBEP}
- g. Assist in developing additional LHD and local government capacity to determine environmental services and programs.
 - 1) Training needs justified and addressed
 - 2) Liaison functions between local and federal government as appropriate

- 3) Assist in obtaining appropriate federal funding assistance for local health department and tribal projects associated with partnerships.

EMPLOYEES

The success of the employees determines the success of DEQ. We will maintain a climate and structure in which employees can function to their fullest potential and accomplish the strategic goals of DEQ.

- * Employees are committed to the success of DEQ and recognize their professional responsibility and accountability in meeting the needs of the organization.
- * Employee participation in achieving strategic and annual goals is essential.
- * Teamwork and problem solving are encouraged.
- * Employees are recognized for their contributions.
- * Provide opportunities for training and professional development.
- * DEQ actively promoted wellness.
- * Employees will perceive DEQ as a desirable place to work.
- * DEQ is effective in recruiting and retaining quality employees.

Measures:

- a. Employees' feedback and wellness survey.
- b. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
- c. Employees' statements and actions reflect strategic and annual goals and DEQ policies and procedures.
- d. Employee recognition programs are in place, utilized, and meet employee and management needs.
- e. DEQ has a low turnover rate and is effective in the recruitment of quality new employees.

EDO

1. Recognize good work of employees in Department offices and provide feedback to division directors and office directors - be proactive.

2. Establish quarterly meetings for communicating with Division Directors' secretaries. Identify problems and resolve.
3. “Ask the Director” quarterly meetings.
 - a. DRN/Bill to attend other meetings as requested.
4. Expand and strengthen Quality Council's role and responsibilities.
 - a. Implement occasional “45 second drill”.
 - b. Implement Quality Council communication recommendations, communicate progress to employees.
 - c. Plan and oversee implementation of TQM.
5. Expand and strengthen the EDO Quality Council (Executive Director's office, OSS, OPPA and HRM.)

Meet one hour once a week as a Quality Council.
6. Implement leadership development plan.
7. Provide opportunities for training and professional development.
 - a. Identify training and professional development needs in performance plans for all employees.
8. Establish and emphasize the DEQ Operating Principles as the way of doing business for all DEQ activities.
9. Enhance the leadership and management skills of DEQ's management team.
10. Compile file of recognitions which could be submitted: Employee of the Year, Manager of the Year, national awards, etc.

Measures:

- a. Feedback from secretarial meetings and division directors that communication is sufficient, complete and timely and that there is value added.
- b. Establish clear agendas for Quality Council
Get feedback.
Track kinds of training given to Quality Council
Track Quality Council role in TQM implementation.

- c. Track meeting coordination and do Alessons learned≅ debriefing.
- d. Training and professional development needs are identified and tracked through performance plans.
- e. Leadership Development
Managers feel that they have tools and ability to more effectively lead and implement the Department vision.
Managers participate in leadership development through training and mentoring.

ENHANCE POLICY MAKERS' (LEGISLATURE, OTHER ELECTED OFFICIALS, AND BOARDS) UNDERSTANDING OF ENVIRONMENTAL ISSUES

Facilitate policy makers as proactive participants in shaping environmental policy.

Measures:

1. Legislators, other elected officials, and Board members are apprized of important environmental policy issues.
2. Relationships with policy makers are developed and understanding of environmental issues enhanced.
3. Policy makers work with DEQ in development and implementation of environmental policy issues.
4. Policy makers' trust in DEQ is developed and enhanced.