

# DEPARTMENT OF ENVIRONMENTAL QUALITY

## EXECUTIVE DIRECTOR'S OFFICE FY 2004 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**

1. 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. AStrategic@thinking
- b. Customers perceive that DEQ programs are fair and protective of health and the environment - "ask them".
- c. Congressional and legislative goals are accomplished (get resources and laws we need.)
- d. Targeted environmental programs and processes improved to meet needs of customers while still protecting environmental quality.

## **CUSTOMER SERVICE**

Operate as a customer-oriented agency by focusing on customer service, trust and problem-solving through teamwork and partnership.

- \* Make timely decisions.
- \* Improve coordination with internal and external customers.
- \* Provide effective communication, timely information, and clear direction to customers.
- \* Encourage public involvement and informed decision-making.
- \* Involve customers in the rulemaking process.
- \* Work in partnership to solve problems.

### **Measures:**

- a. Decisions and services provided within agreed upon time frames which best meet customers' needs.
- 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.
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.

4. "Go the extra mile" to help customers. Ensure prompt response to letters, phone calls and inquiries. Followup. 7 working days response to correspondence from Gov office and EDO.
5. Schedule meetings, avoid (minimize) cancellations and rescheduling, coordinate schedules of Brent and Dianne.
6. Develop and implement customer service training for Department receptionists.

### **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.

## **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 contention (enforcement and superfund) to be able to work together effectively.

### **Measures:**

- a. Establish and maintain regular communication with Region VIII administrator and deputy administrator.
- b. Regular communication with division directors and office directors to support programs (measure could be added value but no interference with management of program.)
- c. Problems are solved by partners.
- d. Problems are solved at division level. They are elevated to Department (EDO) for conflict resolution only after all reasonable attempts of resolution at division level have been exhausted.
- e. State leaders are informed on environmental issues and they support Department recommendations.
- f. EPA does not overfile division enforcement actions.\*

\* This measure of success does not supersede EPA's authority to overfile.

## **COORDINATION WITH LOCAL HEALTH DEPARTMENTS AND LOCAL GOVERNMENTS**

Improve the effectiveness and efficiency of statewide delivery of environmental services by strengthening relationships with local health departments and local governments.

- \* Work with local governments and provide information to plan for and manage the environmental impacts of growth.
- \* The Environmental Services Delivery Plan delineates roles and responsibilities and establishes accountability between DEQ and local health departments and local governments.
- \* Focus on teamwork and partnership in identifying and resolving problems.

### **Measures:**

- a. Key problems identified by DEQ and LHDs and local governments 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.

## **EDO**

1. In the course of doing business, ask local government officials how we are doing.
2. Continue LHD initiatives in SW Utah and the Uintah Basin.<sup>CBEP, SW, UB</sup>
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. Public Health Infrastructure and Preparedness Alliance.  
Work with LHDs and Department of Health to build on the Environmental Public Health Alliance established during the Olympics.

6. Delivery Plan/Contract.  
Work with divisions and local health departments to develop mutually accepted plans as a basis for contracts.

**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.<sup>CBEP</sup>
- 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 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.

- \* Employee participation and continued involvement are encouraged.
- \* Teamwork and problem solving are encouraged.
- \* Employees are recognized for their contributions.
- \* Provide opportunities for training and professional development.

**Measures:**

- a. Employee feedback.

- 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.

## **EDO**

1. Recognize good work of employees in Department offices and provide feedback to division directors and office directors.
2. Establish regular process for communicating with Division Directors' secretaries. Identify problems and resolve.
3. Department meeting - once a year.  
  
DRN to meet with divisions once/year.  
DRN/BCB to attend other meetings as requested.
4. Expand and strengthen Quality Council's role and responsibilities.  
  
Implement Quality Council communication recommendations, communicate progress to employees.  
  
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.  
  
Identify training and professional developments 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.

**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 Lessons 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.