

**DEPARTMENT OF ENVIRONMENTAL QUALITY**  
**Executive Director's Office**  
**FY 2011 Goals**

**I. 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:**

1. Necessary statutes, rules and guidance exist.
2. Regulated customers understand and follow criteria.
3. The non-regulated customers perceive UDEQ programs as fair and protective of health and the environment.

Promote a balanced, sustainable relationship between economic development and environmental quality.

**Measures:**

1. Stakeholders participate in the development and implementation of environmental policies and programs.
2. Over time, evaluate environmental and public health improvements in relation to Utah's economic development.

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

**Measures:**

1. Evaluate the results of UDEQ participation in targeted state, regional, and national policy and regulatory discussions.
2. Identify objectives of participation and achievement of objectives.
3. Success of legislative, budget, and policy initiatives identified and supported by UDEQ.

## **EDO**

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

1. Encourage problem-solving at all levels.
  - a. Application of operating principles
  - b. Strategic thinking. Clarify the “big picture” for UDEQ.
  - c. Mid-year reviews on critical issues with divisions and offices
2. Customers perceive that UDEQ programs are fair and protective of health and the environment – “ask them”.
  - a. Coordinated focus on energy policy and environmental implications
3. Congressional and legislative goals are accomplished (get resources and laws we need)
  - a. Sunset reviews – Air Conservation Act, Safe Drinking Water Act, Water Quality Act, Solid and Hazardous Waste Act, Used Oil Management Act
  - b. 2010 Legislative and Budget priorities completed and distributed
  - c. Coordinate with ECOS to ensure EPA budget is targeted to continue to fund core program needs
4. Targeted environmental programs and processes improved to meet needs of customers while still protecting environmental quality.

## **II. 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 and act on them.
- 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 rule making process.
- Work with customers to solve problems.
- Utilize partnerships and stakeholder forums to solve environmental and public problems.

**Measures:**

1. Decisions and services provided within mutually agreed-upon time frames which best meet customers' needs, and provides appropriate environmental protection.
2. Customer service feedback.
3. Customer input and feedback during informal and formal stages of rule making.

**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.
  - a. Reinforce the interdependence of offices and divisions in solving environmental problems.
  - b. Recognize successful collaborative problem solving.
  - c. Work with Governor's office and legislators
  - d. Follow up on Legislative and budget priorities
2. In the course of doing business we will ask external and internal customers whether we are meeting their needs.
  - a. What else do they need from us?
  - b. Have you seen a change – is it going the right way?
  - c. Have we shared feedback?
3. "Go the extra mile" to help customers
  - a. Ensure prompt response to letters, phone calls and inquiries. Follow up.

- b. Seven working days response to correspondence from Governor's office and EDO
- 4. Schedule meetings, avoid (minimize) cancellations and rescheduling, coordinate schedules of Rick and Bill
  - a. Division and office directors have calendars available, at least on a read-on basis, electronically

**Measures:**

- 1. UDEQ solicits customers' opinions.
- 2. Customers accept our recommendations
- 3. Division/office directors ensure prompt and complete customer service

**III. 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:**

- 1. 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.
- 2. Utah issues and UDEQ concerns are reflected in state, regional, and national environmental policies.

**EDO**

- 1. Actively participate in State/EPA processes and ECOS efforts to reinforce federal/state partnerships and ensure support for state primacy efforts.

**Measures:**

- 1. We provide leadership in ECOS and we work to strengthen the EPA/LHD working relationship.

**IV. 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 federal, state, local (including local health departments), and Tribal 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 UDEQ and local health departments and local governments.
- The Performance Partnership Agreement (PPA) delineates roles and responsibilities, joint goals and objectives, and establishes accountability between UDEQ and EPA.
- Focus on teamwork and partnership in identifying and resolving problems.
- Agreement between Utah and the Nuclear Regulatory Commission (NRC) delineates roles and responsibilities and provides consistent regulation of radioactive materials between the State and the NRC.

**Measures:**

1. Key problems identified by government partners are addressed and solutions developed and implemented.
2. Effectiveness of the Environmental Service Delivery Plan in developing a state/local partnership, coordinating delivery of services, and obtaining adequate resources.
3. Effectiveness of the Performance Partnership Agreement in developing a state/federal partnership, coordinating delivery of services and obtaining adequate resources.
4. Evaluation of the effectiveness of the Agreement States program in accomplishing the goals of the partnership for delivery of services and obtaining program resources.

**EDO**

1. In the course of doing business, ask local government officials how we are doing.
2. Local Health Departments/UDEQ Partnership Council.
  - a. Identify policy issues and work for solution. Attend Local Health Officer and Environmental Health Administrators meetings to discuss UDEQ issues.

- b. Invite members of the Partnership Council to participate in the planning process.
  - c. Advocate EPA-UDEQ-LHD partnership to address community issues.
- 3. Promote understanding and actions which recognize the importance of implementing workable environmental programs at local level through local government.
- 4. Emergency Response/Homeland Security.
  - a. Provide leadership in reviewing and updating UDEQ Emergency Response Plan.
  - b. Participate in exercises of UDEQ and/or State plans
- 5. Delivery Plan/Contract.
  - a. Work with Office of Planning and Public Affairs and Office of Support Services in the continuation of multi-year contracts with local health departments.
- 6. Continue to provide input to the Governor's Office by submitting the Balanced Scorecard on a monthly basis and evaluating comments received on the Scorecard for possible change or incorporation.

**Measures:**

- 1. Local health departments/UDEQ Partnership Council meets on an as needed basis.
- 2. Identification of priorities/problem solving (track actions).
- 3. Feedback from local health departments and local government on UDEQ environmental programs.
- 4. Delivery plans are revised and used as the work plan for the UDEQ/LHD contracts.
- 5. Priorities are identified by community-based partnerships.

**V. EMPLOYEES**

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

- Employees are committed to the success of UDEQ 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 essential.
- Employees are recognized for their quality work.
- Provide opportunities for training and professional development
- UDEQ actively promotes wellness.
- Employees will perceive UDEQ as a desirable place to work.
- UDEQ is effective in recruiting and retaining quality employees.

**Measures:**

1. Employee feedback.
2. Individual performance standards reflect annual goals, and performance reviews are based on those performance standards.
3. Employees' statements and actions reflect strategic and annual goals and UDEQ policies and procedures.
4. Employee recognition programs are in place, utilized, and meet employee and management needs.
5. UDEQ 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. Meetings with UDEQ employees.
  - a. Rick/Bill to attend Division/Office meetings as requested.

- b. Rick will implement a recommendation from employees concerning a quarterly webcast of a special Quality Council meeting that will focus on breaking news and issues of interest to employees.
3. Utilize Quality Council to provide direction and support communication and cooperation amongst Divisions and Offices
  - a. Implement Quality Council communication recommendations, communicate progress to employees.
4. Utilize mini-staff to enhance EDO offices' communication.
5. Continue to support leadership development efforts.
6. Provide opportunities for training and professional development.
  - a. Identify training and professional developments needs in performance plans for all employees.
  - b. Work with Quality Council workgroup to align training opportunities with management and succession goals.
  - c. Enhance the leadership and management skills of UDEQ's management team.
7. Emphasize the UDEQ Operating Principles as the way of doing business for all UDEQ activities.
8. EDO administrative assistants will host routine secretarial meetings that will feature a discussion of current issues and the best means to resolve those issues.

**Measures:**

1. Feedback from secretarial meetings and division directors that communication is sufficient, complete and timely and that there is value added.
2. Establish clear agendas for Quality Council, be specific as to time involved with topics discussed. Provide agendas Friday prior to the QC meeting.
3. Track kinds of training given.
4. Leadership Development
  - a. Managers feel that they have tools and ability to more effectively lead and implement the Department vision.

- b. Managers participate in leadership development through training and mentoring.
- c. Training and professional development needs are identified and tracked through performance plans.

**VI. ENHANCE POLICYMAKERS' UNDERSTANDING OF ENVIRONMENTAL ISSUES**

Facilitate policymakers (Governor, Legislators, Elected Officials, and Board Members) as proactive participants in shaping environmental policy.

**Measures:**

- 1. Governor, Legislators, Elected Officials, and Board Members are apprized of important environmental policy issues.
- 2. Relationships with policymakers are developed and understanding of environmental issues enhanced.
- 3. Policy makers work with UDEQ in development and implementation of environmental policy issues.
- 4. Policy makers' trust in UDEQ is developed and enhanced.

**EDO**

- 1. Support efforts to apprise Governor's office, Legislators, elected officials, and Board members of important environmental policy issues.
- 2. Provide recommendations for Board members to Governor.
- 3. Provide assistance as requested by Boards for Board meeting.