



Our mission is to champion a healthy environment for a thriving Montana.

DEPARTMENT OF ENVIRONMENTAL QUALITY

ANNUAL PLAN—PERFORMANCE REPORT

Fiscal Year 2025 (FY 25)

Updated September 1, 2025

The [Montana Department of Environmental Quality](#) is responsible for regulating air quality, water quality, underground storage tanks, automobile wrecking facilities, hazardous waste facilities, solid waste management systems, and mining operations; and for the siting and needs analyses of large-scale energy facilities. In addition, the department is the lead agency for reclamation and cleanup activities related to the federal and state superfund programs and leaking underground storage tanks, and for regulation and permitting of mining conducted on private, state, and federal lands. This work is completed through four programs - Central Management, Water Quality, Waste Management & Remediation, and Air, Energy, & Mining. The Petroleum Tank Compensation Board and the Libby Asbestos Superfund Oversight Committee are also attached for administrative purposes.

The department works in partnership with the federal Environmental Protection Agency (EPA), the Department of Energy, and the Department of the Interior's Office of Surface Mining Reclamation and Enforcement. Congress gave the EPA the initial responsibility for development and implementation of environmental protection, but many federal statutes contain preference for delegation of the program to the states when the state can demonstrate capacity to carry it out. This arrangement establishes state-federal environmental goals and priorities with the funding and flexibility to achieve desired results. These joint activities become the basis of future agreements and long-term strategic planning.

CENTRAL SERVICES

The department's central services programs are responsible for agency-wide administration, management, planning, evaluation, and support. They include the director's staff, a centralized legal pool, the Montana Environmental Policy Act and the Montana Facility Siting Act functions, public affairs, the enforcement program, human resources, information management and technology, financial services, records management, safety, emergency management, and continuous process improvement.

AIR, ENERGY, & MINING DIVISION


The Air, Energy, & Mining Division (AEMD) permits and regulates environmentally protective and productive operations in air, hard rock mining, opencut mining, and coal mining industries according to program statutory authority. The permitting and regulatory work includes extensive coordination with other programs to develop environmental review documents that comply with the Montana Environmental Policy Act (MEPA), including environmental assessments and environmental impact statements. AEMD includes the State Energy Office, or Energy Bureau, which promotes and improves Montanan's access to energy efficiency and alternative energy sources while improving the state's energy security by offering financing mechanisms, technical assistance, and education for public and private entities.

WATER DIVISION

The Water Quality Division protects public health and water quality in the state of Montana. This is accomplished through the financing and technical assistance provided for community water and wastewater systems; the development of water quality restoration plans; managing a State-wide monitoring network; subdivision review; monitoring compliance of public water systems; and water discharge permitting. The division achieves this through coordination with the public and regulated community by proposing rules, drafting policy, and developing water quality standards.

WASTE MANAGEMENT & REMEDIATION DIVISION

The Waste Management & Remediation Division protects human health and the environment by preventing exposure to contaminants, working with Montana communities and businesses to implement effective material management and cleanup strategies, and overseeing compliance with state and federal laws and regulations. It oversees and conducts or supports remedial investigation and efficient, cost-effective cleanup activities at state and federal Superfund sites; supervises voluntary cleanup activities; reclaims abandoned minelands; implements corrective actions at sites; and administrators regulatory waste management programs.

 <p>Strategic Outcome</p> <p>#1</p>	CITIZEN SERVICE, ACCOUNTABILITY, & EFFICIENCY	
	<p>DEQ continues to shift the agency’s approach regarding routine activities to include more enterprising interactions with customers and stakeholders; and efforts internally to cooperate, share information, and be increasingly efficient in the work we do.</p> <p>This is measured by accounting for proactive outbound touches -- which center on improving the citizen experience—for example, making it easier to complete a transaction in a timely manner—ultimately improving voluntary compliance, making the delivery of services more cost effective, and strengthening our customers’ trust in government. Halfway through the fiscal year, DEQ changed course from tracking proactive outbound touches to moving toward the Montana Miles Program.</p>	
	Key Measures	<ul style="list-style-type: none"> • Sustain over 10 proactive outbound touches/employee/month (50,000/year for the agency); Learn lessons from them, improve. <ul style="list-style-type: none"> ○ Monthly report outs from each Program and Division accounting for proactive outbound touches – Monthly (4,167 agency proactive touches) ○ Review of proactive outbound touches (numbers) and success stories to foster relationships with citizens, to ensure continued satisfaction with the work we do, and to prevent problems before they arise – Annually (complete 50,000 agency proactive touches)
	FY 25 Performance Report Update	<ul style="list-style-type: none"> • DEQ maintained the original strategic goal for the first half of FY 25 and surpassed the 6-month goal of 25,000 by achieving over 40,000 proactive outbound touches through December 31, 2024. • January 2025, under the direction of the Director, DEQ ramped up focus on customer service by transitioning away from proactive outbound touches and toward a new citizen service and outreach goal—introducing the Montana Miles program. DEQ staff will visit all 56 counties and 128 incorporated cities and towns each year. DEQ staff will look for efficiencies in traveling together and meeting Montanans where they are. This new program will continue to demonstrate the agency’s culture of helping the public, being responsive, and accessible to all Montanans. • DEQ implemented a GIS interface to track and report Montana Miles. January through June 2025, staff visited all 56 counties, including 226 unique towns and traveled over 221,000 miles.



Strategic Outcome

#2

BUILD AND MAINTAIN A WORKFORCE THAT MAINTAINS AGENCY VALUES

Sustain strong and growing employee wellness initiative, employee mentorship program, conduct monthly staff technical trainings.

DEQ's Senior Leadership will continue to transition and lead the agency regarding remote work initiatives; lead performance management efforts with on-time mid-year check-ins, annual performance reviews and increased employee flexibility, happiness, and retainment. Improvement in these areas for employees will translate into better experience and interactions with stakeholders.

- Create a culture of high development by using a strengths-based strategy to design employee experience, from recruitment, retention personnel development, to performance.
- Continue to develop and shift manager mindsets from being bosses to being coaches who develop employee performance and have regular coaching conversations to provide meaningful feedback.

Key Measures

- Access recruitment/retention plans and execution—days to fill vacant positions to <21 days.
- Reduce and maintain employee turnover/vacancy rates to <10%.
- Complete 6-month and 12-month employee performance evaluations –100% completion
- Monthly Wellness trainings –1 per month
- Technical trainings offered to all staff – 1 per month

FY 25 Performance Report Update

- DEQ did not meet the goal of <21 days to fill vacant positions for all recruitment efforts in FY 25 (due to some difficult to fill positions). The agency did significantly reduce days-to-fill for most recruitment efforts.
- DEQ continues to focus on reducing our vacancy rate to below 10% – at the end of FY 25, the agency's vacancy rate for HB 2 positions was 9.5%. The vacancy rate for all DEQ positions was approximately 11%, down from 12% the previous year.
- DEQ's turnover rate averaged 17% during FY 25. This turnover rate is a significant improvement from 26% the previous fiscal year, which shows increased stability in DEQ's workforce. HB 13 pay increases during the biennium should help retain staff, but increases in employee pay during the 2027 legislative session are equally important to stay competitive, and not fall behind, while allowing us to retain staff to meet the needs of Montanans.
- DEQ didn't quite meet the goal of 100% completion of employee evaluations for FY 25. DEQ completed over 90% of 6-month and

		<p>12-month performance evaluations during FY 25. DEQ leadership recognizes that consistent feedback is important in creating a culture of accountability and driving continual improvement of employee performance.</p> <ul style="list-style-type: none">• DEQ met the wellness training goal of 1 training per month. The Wellness Committee facilitated 17 trainings/events this past fiscal year (the majority held over employees' lunch hour). Some of the topics covered were "Financial Planning," "Suicide Prevention," and "Avalanche Safety."• The agency was short of meeting our goal to offer one technical training per month during FY 25. We offered six technical trainings during the year. Some of the topics covered included: "Depositions," "Records Requests," and "MEPA 101/201."
--	--	--



Strategic Outcome

#3

DELIVER ON eGOV INITIATIVES

Press forward to identify outdated systems and processes that can be improved using technology. Prioritize system updates or process updates that will bring the largest benefit to groups of the agency's stakeholders.

- **Drive proactive customer service, accountability, and customer service through improved use technology.**
- **Develop efficient processes using technology that save staff and the public time over the status quo.**
- **Educate users of the systems on the new, more efficient ways of interacting with the agency.**


Key Measures

- Opencut mining application system is working through development this FY.
- Subdivisions application integration in place this FY.
 - % of plans submitted online for Plan and Spec and Subdivision review
- Underground storage permit system is transitioning toward new platform this FY.
- Records management system upgrade in progress this FY.
- Develop public facing enforcement program dashboard this FY.
- Develop and begin testing use of electronic field forms for at least one additional DEQ program this FY.
- Complete three State Superfund Unit (SSU) projects to automate public documents.
- % of water quality field season work done electronically in FY 25.

FY 25 Performance Report Update

- Opencut mining application development began in FY 25 in a limited fashion. To meet stakeholder and legislative requirements, additional investigation was necessary to find a path forward with products within the selected vendor's catalog. Much of the front-end permit application has now been completed, with the focus on back-office requirements and enhancing the solution with GIS integration in FY 26.
- The Subdivisions ServiceNow application went live in June/July 2024. Since then, all applications have been entered into the new system with a small amount submitted fully by the developer/consultant online. The Water Quality Engineering section continued to allow paper submission with staff entry during the soft

		<p>launch. Starting July 1, 2025, the Engineering section has been promoting online submissions in place of paper.</p> <ul style="list-style-type: none"> • Throughout FY 25, DEQ worked with DLI to develop the Accela solution for Underground Storage Permits to allow for the transition from eSTOP.. All planned development is complete, and User Acceptance Testing is finished. Final preparation is in process for a Sept 22nd Go-Live date, which requires coordinating all the various agencies involved for communication, user training, and planned post-production support. • Google's financial approval process affected the records management re-platforming start date by Blue Vector AI. The project is in motion with a potential agency implementation prior to year-end; limited system demonstrations are planned to start in Sept 2025. As this project became a multi-agency effort, some compromises were made on final functionality to ensure effective collaboration while meeting governor's directive to reduce technical debt through agency-shared systems. • In FY 25, DEQ continued moving forward a long-term goal of developing a public-facing enforcement program dashboard. A dashboard concept was demonstrated to Enforcement utilizing the agency GIS platform with limited data integration from DEQ systems. This project will continue to develop over the coming FY with stakeholder input. • The Air Quality Bureau was able to utilize fully electronic data submission in FY 25 using the Research & Monitoring System (RMS) while in the field. Previously, the team would collect data on paper forms and manually enter spreadsheets once back in the office. Using E-forms, shifting an application from an internal server to a public-facing server and utilizing OKTA for user security and authentication, staff can collect data on an electronic device directly into the system. • Several Waste Management and Remediation projects were developed and implemented in late 2024 automating report creation and posting to DEQ's public GIS system. This created efficiency for staff as well as quick turnaround for public availability to reduce public information requests. • Efforts have continued with the Water Quality division to help provide additional electronic solutions for field work. The focused effort has been with the Water Quality Protection Bureau creating an electronic EarthSoft Collect form and associated Chain of Custody process for water samples. This was completed in April 2025 and is currently being tested/piloted in the field for two different projects. Upon successful completion, current electronic field work of roughly 15% could rapidly increase to 75% over the coming FY.
--	--	--

 Strategic Outcome #4	RED TAPE RELIEF & REGULATORY REFORM	
	<p>Continue to make common sense regulatory reform measures through FY 25 through prioritization of rules reviewed by the agency. Evaluate rules that are ripe for advancement through the legislative/executive streamlining efforts with a focus on effectiveness and boldness.</p>	
	Key Measures	<ul style="list-style-type: none"> • Evaluate agency rulemaking needs and calendar timelines to successfully update identified and required rules prior to 2025 legislative session. <ul style="list-style-type: none"> ○ Monthly meeting of agency rule review team to discuss priorities, timelines and stay on track –monthly occurrence. ○ Identification and development of red tape relief concepts to ensure proposed legislation is successful in 2025 session.
	FY 25 Performance Report Update	<ul style="list-style-type: none"> • In FY 25, monthly meetings were held with the agency rule review team. DEQ continues to review and prioritize agency circulars, rules, and statutes for reform using ranking criteria and complexity analysis as applied to a master inventory list. • Periodic meetings with the Lt. Governor and staff occurred and will continue to be held to review R2 progress and priorities. The agency has made substantial progress in updating outdated rules, older than 30 years, from when DEQ became an agency. • FY 24 R2 Metrics: <u>Rules</u> adopted final = 485 amend, 36 repeal, 3 new. <u>Circulars</u> adopted final = 4 amend, 2 new. • FY 25 R2 metrics: <u>Rules</u> adopted final = 56 amend, 4 repeal, 1 new. <u>Circulars</u> adopted final = 2 amend.



Strategic Outcome

#5

STAKEHOLDER RELATIONSHIP DEVELOPMENT & COMMUNICATION


Prioritize the development of relationships with stakeholders across the state of Montana. Listen to diverse interests and consider perspectives in evaluating how the agency does its work. Tell the DEQ story in various ways through proactive communication strategies.

Key Measures


- Celebrate DEQ successes and wins. Establish, enhance and maintain relationships with federal, state, local, tribal agencies and consistent, involved respectful stakeholders.
 - Communicate positive information to the public by one positive, proactive press release per month — monthly.
 - Reach out to Montana’s tribes — each tribe annually.
 - Implement agency-wide professional, consistent external communications — 10 trainings in FY 25.

FY 25 Performance Report Update

- In FY 25, DEQ issued 29 press releases, with at least 11 sharing positive/proactive news. The agency shared information on multiple grant funding opportunities, enhanced air quality monitoring, open houses, community safety reminders, and awards/recognition. DEQ also produced videos highlighting the Ming Theater Brownfields project, Alternative Energy Revolving Loan Program, and the State Superfund Unit.
- DEQ supported the Governor's Office's efforts to facilitate effective tribal-state communications. DEQ updated the State-Tribal Agreement Database system and maintained a list of contacts for each Montana tribal nation, including tribal elected officials and staff. In March 2025, DEQ participated in formal Consultation with the Confederated Salish-Kootenai Tribes on the Lakeside County Water and Sewer District's wastewater discharge permit application. Since starting to track tribal interactions in Montana Miles in January 2025, DEQ staff have recorded 29 interactions. The agency also developed a draft plan to help guide engagement between DEQ and tribal nations in Montana.
- The Public Relations team provided 9 trainings in FY 25. Topics included website management training, GovQA public records system training, Title II ADA / 508 training, media training and technical writing training. DEQ’s Public Information Officers also created new “How to Speak to the Media” training that was provided to staff.

 <p>Strategic Outcome</p> <p>#6</p>	INSPECTION & PERMITTING EFFICIENCY AND IMPROVEMENT	
	<p>Produce accurate, complete, and clear documents that withstand legal scrutiny, including thorough and consistent Montana Environmental Policy Act (MEPA) analysis.</p> <p>Documents and related analysis will be developed collaboratively with the support of management, will identify and confirm underlying authority for review and decision-making, and will undergo appropriate and consistent legal review. We will increase and maintain site inspections, by establishing goals to meet or exceed numbers reached in 2024.</p>	
	<p>Key Measures</p>	<ul style="list-style-type: none"> • Meet all annual inspection goals. <ul style="list-style-type: none"> ○ Opencut = 250 ○ Coal = 134 ○ Hard Rock = 125 ○ Field Services = 180 • MEPA templates and process outline. <ul style="list-style-type: none"> ○ Each Bureau will provide a report-out from each applicable section supervisor on number of inspections completed in 2024 and scheduled for 2025 – December 2024. ○ Air Quality and Mining Bureau will prepare work plan/guidance to be consistent in appropriate communication of violations and noncompliance, issuance of appropriate written notifications, and timely resolution. – 2nd Quarter 2025. ○ Refine and implement an Air, Energy and Mining Division MEPA template (to address programmatic and legal input) that is largely consistent across each section, unless directed differently by underlying statute—March 2025.
	<p>FY 25 Performance Report Update</p>	<ul style="list-style-type: none"> • The Air Quality Bureau met its inspection goals for FY 25. During this time, the Air Quality Bureau completed 315 total inspections (67 permitted site inspections and 248 registered oil and gas site inspections). • The Mining Bureau met its inspection goals for FY 25. <ul style="list-style-type: none"> ○ Opencut completed 261 inspections ○ Coal completed 145 inspections ○ Hard Rock completed 115 inspections ○ Field Services completed 109 SMES/Explo inspections and 91 Opencut/SME inspections • The Air Quality Bureau and Mining Bureau are consistently addressing violations/noncompliance/enforcement. A memo

		<p>summarizing the consistent expectations of both bureaus was finalized on December 12, 2024.</p> <ul style="list-style-type: none"> • The Air, Energy and Mining Division is regularly working from MEPA templates established for implementation consistency. The templates will be specifically reviewed to address the 2025 MEPA legislation and the pending greenhouse gas guidance. The template will be reviewed periodically to ensure it remains current.
--	--	--

 <p>Strategic Outcome</p> <p>#7</p>	<h2>ADVANCE EMPLOYEE LEARNING AND CERTIFICATION</h2>	
	<p>As technology advances and workplace strategies evolve, there is a need for staff to align with these changes in terms of knowledge and skills. We support staff growth and will continue to set the stage for learning opportunities by discussing goals, areas of focus, and opportunities for training, certification, etc. There are a growing number of new employees and training will directly impact our productivity and performance.</p>	
	<p>Key Measures</p>	<ul style="list-style-type: none"> • Provide 10 training opportunities per Bureau in FY2025. <ul style="list-style-type: none"> ○ Report on training and staff impacted for FY 2025 – July 2025. ○ Develop budget to sustain training, while maintaining existing staff development and retention – July 2025.
	<p>FY 25 Performance Report Update</p>	<ul style="list-style-type: none"> • Safety training is an integral part of the work of the Mining Bureau and the Bureau incorporates that training into its strategic objectives. In FY 25, the Mining Bureau achieved its goal of training 100% its technical staff on OSHA/MSHA topics. • Air, Energy and Mining staff were also trained on Montana Natural Heritage Program (MNHP) information, bear spray use, unmanned aerial vehicle (UAV) pilot requirements, Driver In Vehicle Education (DrIVE), and off-highway vehicle (OHV) operations/safety. • Air Quality Bureau staff also were trained on air dispersion modeling, wildfire smoke symposium, basic inspector functions, advanced inspector functions, Continuous Emission Monitoring Systems (CEMS), API Basic Analyzers, Effective Permit Writing, Minor Source New Source Review (NSR), etc.



Strategic Outcome

#8

RECORDS MANAGEMENT


As technology advances and workplace strategies evolve, there is a need for staff to align with these changes in terms of knowledge and skills. We support staff growth and will continue to set the stage for learning opportunities by discussing goals, areas of focus, and opportunities for training, certification, etc. There are a growing number of new employees and training will directly impact our productivity and performance.


Key Measures

- Establish electronic file naming conventions for the Coal Mining and Opencut Mining Sections and ensure that those naming conventions are used by staff – July 2025.
- # of boxes QA/QC'd and shredded in FY2025 – July 2025.
- # existing electronic Hard Rock Mining Section records transitioned into Document Management System—in FY 2025—July 2025.
- Coal Mining Section to review/assess/condense 50 boxes of records from the Billings Field office and send the resulting boxes out for scanning—October 2025.

FY 25 Performance Report Update

- In FY 25, DEQ identified and began using naming conventions for Opencut and Coal Mining. For Coal Mining, the application of the naming is limited to the documents created by DEQ staff.
- Progress was made on electronic records. Approximately 15 boxes of records were digitized for Hard Rock Mining operations, 10 boxes were digitized for SMES/Explo operations, and 25 boxes were digitized for Coal Mining operations.
- The Coal Mining Section met its goal of reviewing/assessing/condensing 50 boxes of records from the Billings Field Office records.
- The Air Quality Bureau exceeded its digitation goals by addressing 360 boxes or records total—from the Helena and Billings Office.

 <div>Strategic Outcome</div> <div>#9</div>	INCREASE CUSTOMER SERVICE WITH TOOLS DESIGNED FOR BETTER STAKEHOLDER ENGAGEMENT	
	Utilize two tools that were developed in FY24 for better stakeholder engagement in two WMRD challenge/priority areas:	
	<ul style="list-style-type: none">Butte One-map. This shows all superfund projects in the Butte area. The interactive map allows users to zoom in on a specific project area. All agencies involved in remediation will use the map and logos are incorporated to demonstrate collaboration. The map will be posted on our website and DEQ-lead sites will have links to current status.Petroleum tank release cleanup process flow map and illustration of roles and responsibilities. This is used with stakeholders and with owners of new releases to illustrate the cleanup process and who is responsible for what. This should reduce confusion among our stakeholders.	
	Key Measures	<ul style="list-style-type: none"># of Butte public meetings where Butte One Map is used# of agencies and organizations that use the Butte One Map# of times petroleum process flow brochure is shared# of meetings held with owners of new releases to explain process and roles and get positive, proactive face time with our customers
	FY 25 Performance Report Update	<ul style="list-style-type: none">DEQ used the Butte One Map at one public meeting. DEQ is the only agency that used the Butte One Map.DEQ has shared about 100 copies of the petroleum process flow brochure. The agency shared the brochure with legislators, petroleum marketers, and with environmental consultants.DEQ held 13 meetings with owners of new releases.

<div>  </div> <div> Strategic Outcome </div> <div> #10 </div>	<div> MOVE A MINIMUM OF TWO LEGACY SITES FORWARD TO THE NEXT STEP IN THE CLEANUP PROCESS </div> <div> Identify and select at least two sites to deliberately move forward in FY25. These are challenging sites with barriers to remediation. Moving them forward in the process will achieve DEQ’s mission to champion a healthy environment for a thriving Montana, will uphold our values of accountability and excellence, and will take a burden off DEQ staff </div>	
	<div> Key Measures </div>	<ul style="list-style-type: none"> # of sites moved # of steps advanced
	<div> FY 25 Performance Report Update </div>	<p>DEQ Waste Management and Remediation Division had the following legacy sites moved in FY 25:</p> <ul style="list-style-type: none"> Libby Asbestos Superfund Site Operable Unit 3—the former mine site—saw significant movement in FY 25. The party responsible agreed to multiple points of compliance and is moving into the next phase of the superfund process with development of a feasibility study. The Montana City Store petroleum release sites were historically challenging to move forward because one of the releases predated the eligibility date for use of the Petroleum Tank Release Cleanup Fund. HB189, passed in the 2025 session, moved the eligibility date from 1989 to 1983, making the first Montana City Store release eligible for the Fund. In the interim, DEQ had used special legislative funding (HB5—2021) to fill data gaps so that an appropriate cleanup technology can be selected and implemented now that both releases are eligible for the Fund.



Strategic Outcome

#11

CROSS PROGRAM SITE VISITS TO INFORM OUR WORK AND CREATE FEEDBACK LOOPS FOR MEANINGFUL REGULATION

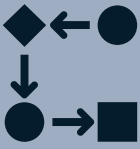
We administer the Clean Water Act, Montana Water Quality Act, and the Safe Drinking Water Act. This oversight uniquely positions the division to be able to connect engineers who review design standards with the inspectors, technical assistance providers, and regulated community to take a deeper look at regulations for drinking water and wastewater. By looking deeper at the standards and processes, the division hopes to make meaningful updates and changes that continue to protect human health and the environment, while also eliminating or reducing red tape.

Key Measures

- Number of Water Quality Division staff that participate in a site visit with other DEQ programs.
 - Begin implementation in field season of 2025, and complete during field season 2025.
 - All sections (14) participating in one site visit by July 2025.

FY 25 Performance Report Update

- Engineers who review the design of drinking water systems were able to go out on sanitary surveys with field inspectors from the Public Water Supply bureau. Engineers who review the design of public and/or onsite wastewater systems were able to go on inspections with Compliance Inspectors and Technical Assistance providers from the Water Protection Bureau. These site visits give Engineers a more reasonable understanding of what is being reviewed and have helped inform the update and development of design standards and rules that protect the environment and public health but are reasonable and appropriate in practice.
- Permit writers who develop effluent limits for permits that are based on water quality standards went into the field with the team that monitors rivers and streams. This experience helps inform the development of permits for monitoring and compliance.
- Attorneys and financial managers went on site visits to municipalities and learned more about the customers we serve, and the many hats they often wear as they serve Montana's communities. This helps improve communication around things such as invoicing, or updates to Administrative Rules of Montana.
- All Water Quality Division sections participated in a site visit during FY 25.

 <p>Strategic Outcome</p> <p>#12</p>	EACH SECTION IMPLEMENT PROCESS IMPROVEMENTS IDENTIFIED IN 2023-24 PROCESS MAPPING SESSIONS.	
	<p>There are 14 sections in the division. Each section of the division will implement process improvements identified in 2023-24 process mapping sessions leading to improved value stream for customer service.</p>	
	Key Measures	<ul style="list-style-type: none"> • # of sections implementing process improvements. • # of process improvement initiatives.
	FY 25 Performance Report Update	<ul style="list-style-type: none"> • DEQ gained significant efficiencies in FY 25, with 10 of 14 sections implementing process improvements. • There are increasingly new demands for WQD staff to conduct processes that have, in the past, been exceptions which have only been done one or two times in 30 years but are now being asked for multiple times in one year. (Use Attainability Analysis, Authorization to degrade/Feasibility Allowance, site specific standards, TMDL Implementation Evaluation). The mapping of each of these processes has allowed staff to document Standard Operating Procedures to ensure consistency and facilitate teaching for staff. • Financial Services was able to gain efficiencies in FY 25, like reducing time to train new staff and time tracking down payment information. Process improvement has led to streamlined invoicing of accounts receivable.